

National Grid New York Gas Emergency
Response Plan

February 2019



National Grid New York Gas Emergency Response Plan

Revision 7

Effective Date: February 28, 2019

Supersedes Plan Dated: January 4, 2018

Chapter 1: Introduction



1. Introduction

National Grid (the Company) has established the New York Gas Emergency Response Plan (ERP) for the purpose of managing outages caused by storms and other natural disasters, civil unrest, major equipment failure, third-party damages, or other events. It is intended to be simple, flexible, and easily adapted to specific emergencies. This ERP includes procedures that will be adhered to by the Company's gas utilities in New York whenever an emergency event occurs.

The highest priority of the Company in an emergency is to protect the general public, then to minimize property damage, and then to maintain and restore gas service to customers, if necessary. The principal objective of the ERP is to establish procedures and practices for prompt and effective response to emergencies.

The ERP provides the framework for the orderly response of Company resources during Emergency Events. These procedures provide instruction on actions taken during Emergency Events classified as Type I, 2, and 3. The ERP utilizes the National Incident Management System (NIMS), which is a comprehensive approach to incident management applicable at all levels of the Company's Emergency Response Organization (ERO) and across functional disciplines. NIMS is focused on public safety, workforce safety, and safety of outside assistance and addresses the operation of Company Emergency Operation Centers (EOCs).

The ERP has been developed in accordance with all applicable regulations and is designed based on the principles of Incident Command System (ICS) and the Company's Group Crisis Management Framework. Also, the ERP is reviewed and revised with identified revisions annually. The annual review and revision will include improvements resulting from an analysis or After-Action Report as a result of exercises, but the ERP may also be revised more frequently if a post-event review or After-Action Report recommends changes.

ERP Overview

Emergency Management – Vision

The Company will develop and maintain a comprehensive set of risk mitigation plans to prepare for, respond to, recover from, and inform its constituents regarding all types of business interruption incidents that might occur.

Emergency Management – Policy Statement

National Grid's Emergency Management Policy reinforces its commitment to our customers and the communities we serve. The Company strives to utilize effective emergency management principles and protocols that enhance its ability to provide safe and reliable energy services.

National Grid will deliver on its commitments to its customers by:

- Developing appropriate prevention or risk mitigation strategies,
- Implementing comprehensive emergency preparedness programs,
- Responding with appropriate resources to address the emergency,
- Communicating timely and accurate information to customers and other stakeholders,

- Recovering from events expeditiously, and
- Improving continuously.

ERP Structure

Within the ERO there exist three levels: Strategic, Tactical, and Operational. The purpose of the Strategic Level is to identify clear, broad objectives to advance the overall organization as well as coordinate resources, while the purpose of the Tactical Level is to utilize specific resources to achieve sub-objectives in support of the defined mission, and the role of the Operational Level is to execute these objectives.

Two ERPs have been developed to capture the roles and activities associated with the levels during an emergency response. The System Level Plan covers the roles and activities of Company personnel at the Strategic Level, while this ERP covers the roles and associated activities of ERO personnel at the Tactical and Operational Levels.

The overall flow of both the SLP and ERP is organizational and within both plans each chapter contains related processes potentially undertaken during an emergency response, the ERO roles involved in the processes, and the activities they are responsible for related to each process. Process overviews and workflow diagrams are included to provide context for Company personnel involved in the emergency response. Both the workflow diagrams and order of roles included with the processes provide a top-down approach, with the highest level ICS roles (e.g., System then State) and their direct reports shown in descending order.

The benefits of the organizational flow include:

- It is easier to modify the processes, roles and activities included in the ERP based on changes due to lessons learned, regulatory requirements, technological advancements, organizational changes, etc.;
- It provides a complete overview of a process in one location for ERO personnel to easily reference during an emergency;
- Better accounting of individual responsibilities with respect to specific processes; and
- Better understanding of how various levels of the ERO interact to coordinate the execution of a process during an emergency.

ERP Implementation

National Grid will utilize the National Incident Management System (NIMS) to guide its ERP. NIMS improves the effectiveness of emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios. NIMS relies on ICS to coordinate and manage the response of an organization. Overall, this approach will improve National Grid's coordination and cooperation between public and private entities in a variety of domestic incident management activities.

National Grid has shaped its ERO around that of the ICS for the purpose of combining facilities, equipment, personnel, procedures, and communications to operate within a common organizational structure, designed to manage incident activities. National Grid's Plan is used for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade, including acts of catastrophic terrorism and major equipment failures. ICS is used by all levels

of government - Federal, State, local, as well as by many private-sector and non-governmental organizations. National Grid's planning follows that of the recommended ICS protocol and is organized around five major functional areas:

- Command staff,
- Operations,
- Planning,
- Logistics, and
- Finance.

One of the features of the Plan is that of scalability. Many events begin as a State emergency and escalate to a System Level event. National Grid's ERP accommodates single State, Multi-State and System Level events by ensuring the key elements of an ICS organization exist at each level and are easily replicated using common roles and responsibilities.

Chapter 2: Table of Contents



2. Table of Contents

1. Introduction	4
2. Table of Contents	8
3. Organization Overview	12
3.1. National Grid Group Crisis Management Framework and the ICS Philosophy	12
3.2. General Overview of ERO Including ICS Organization Chart	14
3.3. State Level ICS Positions Overview	19
3.4. Operational Level Positions Overview	24
3.5. Additional Organizations Involved in the Response	27
4. Emergency Classification and Response Plan Activation	30
4.1. Classification of Emergencies	30
4.2. Activating the Emergency Response Organization	40
4.3. Emergency Operations Center Overview	42
5. Restoration Prioritization	50
5.1. Restoration Prioritization Summary	50
6. Resource Acquisition	52
6.1. Acquisition of Internal Restoration Resources	55
6.2. Acquisition of Utility Mutual Assistance Resources	58
6.3. Acquisition of External Contractors	62
6.4. Acquisition of Services from Retirees	65
6.5. Acquisition of ICS Command and General Staff Resources	67
6.6. Acquisition of Internal Support Resources	68
7. Coordinate Support Logistics	73
7.1. Materials Coordination and Management	75
7.2. Fleet Coordination and Management	77
7.3. Staging Site Coordination and Management	81
7.4. Facilities Coordination and Management	83
7.5. Communication Device Coordination and Management	85
8. Coordinate Personnel Logistics	88
8.1. Meals Coordination and Management	89
8.2. Lodging Coordination and Management	91
8.3. Information Services Coordination and Management	93
9. Financial Accounting Guidelines	95
9.1. Establishing Emergency Charge Accounts	95

9.2.	Tracking Time and Materials Charging	96
10.	Employee Welfare	100
10.1.	Tracking and Addressing Labor Relations Issues	100
10.2.	Providing Employee and Family Assistance	101
10.3.	Communicating Company Policy and Expectations	102
11.	Damage Assessment	104
11.1.	Coordinating and Carrying Out Field Activities	104
12.	Load Shedding	109
12.1.	Load Shedding	109
13.	Modes of Operation	112
13.1.	Normal Operations	114
13.2.	Modified System Operations	115
14.	Coordination of Restoration Activities	119
14.1.	Conducting Restoration Activities on Distribution Piping	119
15.	Developing and Reporting ETRs	128
15.1.	Developing and Reporting ETRs	129
16.	Internal Communications	135
16.1.	Conducting State Level Conference Calls and Briefings	136
16.2.	Conducting Broader Company Communications	141
17.	Public Information Communications	144
17.1.	Corporate Message Development and Dissemination Controls	145
17.2.	Coordinating with the Customer Contact Center	149
17.3.	Managing Government Communications	150
17.4.	Managing Media Communications and Media Relations	151
17.5.	Managing Social Media, Web, Digital and Print Communications	152
18.	Liaison Interactions	156
18.1.	Managing Municipal Coordination	158
18.2.	Managing State Agency Coordination	161
18.3.	Managing Regulatory and Government Affairs	163
18.4.	Federal Agency Reporting	165
18.5.	Coordinating with Other Responding Agencies	167
19.	Safety, Health and Environmental Coordination	170
19.1.	Safety and Health Coordination	171
19.2.	Environmental Impact Coordination	176
20.	Security Coordination	181

20.1. Security Strategy Coordination and Implementation	181
21. Reports and Documentation	186
21.1. Internal Reports and Documentation.....	186
21.2. Regulatory Driven Reports and Documentation.....	189
21.3. After Action Review	190
22. Demobilization.....	194
22.1. Demobilization Plan Development and Implementation.....	194
23. Drills and Training	199
23.1. Annual Training Courses.....	199
23.2. Drills and Exercises.....	201
23.3. Web Based Training Program.....	202
24. Emergency Plan Maintenance	204
24.1. Timing of and Procedure for Updating the ERP	204
25. Legislative and Regulatory Compliance Translation Table	207
26. Service Territory/Facility Overview.....	212
26.1 Gas Meter and Regulating Stations	215
26.2 Gas System Peak Shaving Facilities.....	219
26.3 New York: Service Area Description	221
27. Definitions	223
28. Document Revision History	227
29. Roles vs. Process/Activity Matrix	230
30. ERP & SLP Interaction Matrix	237
31. ERP ICS Positions Responsibilities and Checklists.....	240
31.1. State Level ICS Positions.....	241
31.2 Operational Level Positions.....	286
32 Appendix A: Chapter Exhibits	335
32.1 Chapter 4 Exhibits.....	335
32.2 Chapter 6 Exhibits.....	367
32.3 Chapter 7 Exhibits.....	387
32.4 Chapter 15 Exhibits.....	389
32.5 Chapter 16 Exhibits.....	390
32.6 Chapter 21 Exhibits.....	396
33. Appendix B: Additional Procedures and Documents Utilized by the ERO	408

Chapter 3: Organizational Overview



3. Organization Overview

Introduction

Emergencies typically begin and end locally and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. There are instances in which successful emergency management depends on the involvement of multiple jurisdictions, various levels of the Company, coordination with municipal and governmental agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across a broad spectrum of the respective organizations and their activities.

The Emergency Response Organization (ERO) is designed to enable effective and efficient emergency management and coordination that is both internal and external to the Company through a flexible and standardized management structure that is scalable, and may be used for all emergencies (from day-to-day to large-scale).

The ERO required to implement the emergency procedures is stipulated by the organization chart included on the following pages in this section. Immediately upon declaration of an emergency, the required Emergency Operation Centers (EOCs) shall be staffed accordingly. In some cases, it may be desirable to staff the EOCs and hold or call-out personnel prior to the actual emergency. The number of EOC personnel and mobilized resources will be dependent upon the size, scale, and complexity of the emergency.

3.1. National Grid Group Crisis Management Framework and the ICS Philosophy

National Grid has developed and implemented the Group Crisis Management Framework, which establishes an all-hazard approach to crisis management and the mechanisms used to manage the most serious of incidents. A crisis may include all types of incidents and events including severe weather, loss of business continuity, loss of critical infrastructure, or any combination of these.

The Group Crisis Management Framework also establishes, at a high level, guidelines for key leaders at the Tactical Level. These guidelines are the basis for establishing the National Grid Gas Emergency Response Plan.

One of the more common emergencies to which the Company is regularly subjected to is severe weather / third-party events. The Group Crisis Management Framework provides a scalable approach to emergency response based upon the type, severity, and impact of the event.

Processes

3.1 National Grid Group Crisis Management Framework and the ICS Philosophy

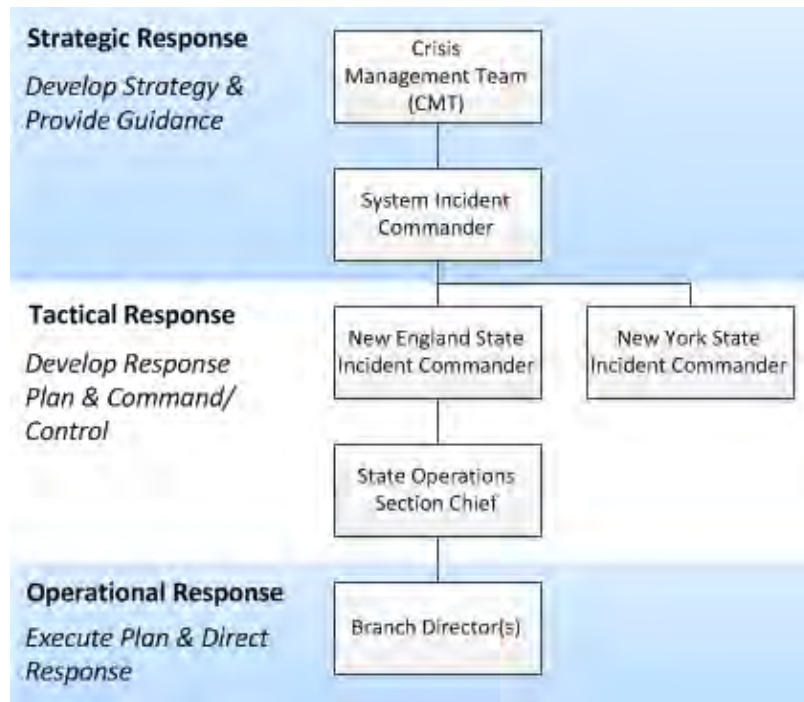
3.2 General Overview of ERO Including ICS Organization Chart

3.3 State Level ICS Positions Overview

3.4 Operational Level Positions Overview

3.5 Additional Organizations Involved in the Response

The Framework consists of three levels that define management's roles and responsibilities: Strategic Level, Tactical Level and Operational Level.



The Strategic Level is activated when an incident has escalated across multiple business areas or has met other crisis triggers. The roles and activities of Company personnel involved in an event response at the Strategic Level are covered in the System Level Plan (SLP).

The roles and activities of Company personnel at the Tactical and Operational Levels are covered in this ERP and are considered the touch points between activities carried out at the tactical / operational levels and the activities carried out by Strategic Level personnel when activated. In instances where emergency does not trigger activation of the Strategic Level and, therefore, the SLP is not being used, the strategy for the emergency response will be developed as governed by this ERP. For the New York State region, the NY Jurisdictional President is accountable for the oversight of emergency events.

The Group Crisis Management Framework incorporates the principles of the National Incident Management System (NIMS), which National Grid employs to manage Emergency Response.

NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. These principles provide a set of standardized organizational structures that improve integration and connectivity among jurisdictions (States) and disciplines, starting with a common foundation of preparedness and planning.

The five major components of NIMS include:

1. Preparedness,
2. Communications and Information Management,
3. Resource Management,

4. Command and Management
5. Ongoing Management and Maintenance.

Incorporating the NIMS philosophy into our approach to Crisis Management allows the company to provide an appropriate, timely, and scalable level of response to an emergency as it develops.

Within the NIMS philosophy for Command and Management - ICS is a standardized on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures and communications operating within a common organizational structure;
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private; and
- Establishes common processes for planning and managing resources.

The ICS allows its users to adopt and match an integrated organizational structure to the complexities and demands of an emergency response. As such, the Company acknowledges that the response structure, including the roles and associated activities contained in this plan provides a description of all ICS Command and General Staff positions that may be called upon during a response to an emergency; only those positions required for response to a particular emergency shall be activated.

3.2. General Overview of ERO Including ICS Organization Chart

Within the ERO, there shall be an established chain of command that sets an orderly line of authority and relationships in place within the ranks of the organization where lower levels are subordinate to and connected to higher levels. This chain of command shall be used to communicate direction and maintain management control of the Company response to the emergency. Orders must flow through the chain of command while members of the entire ERO may directly communicate with each other to ask for or share information.

The ERO shall be led by the State Incident Commander and the Operations Section Chief(s). The ERO positions described in this section will be mobilized as needed based on the type, size and impact of the emergency situation. A representative Gas Incident Command organizational structure is shown in Figure 1 “System and State ICS Positions” on next page. This organization is a framework that the State Incident Commander can expand, or contract as needed.

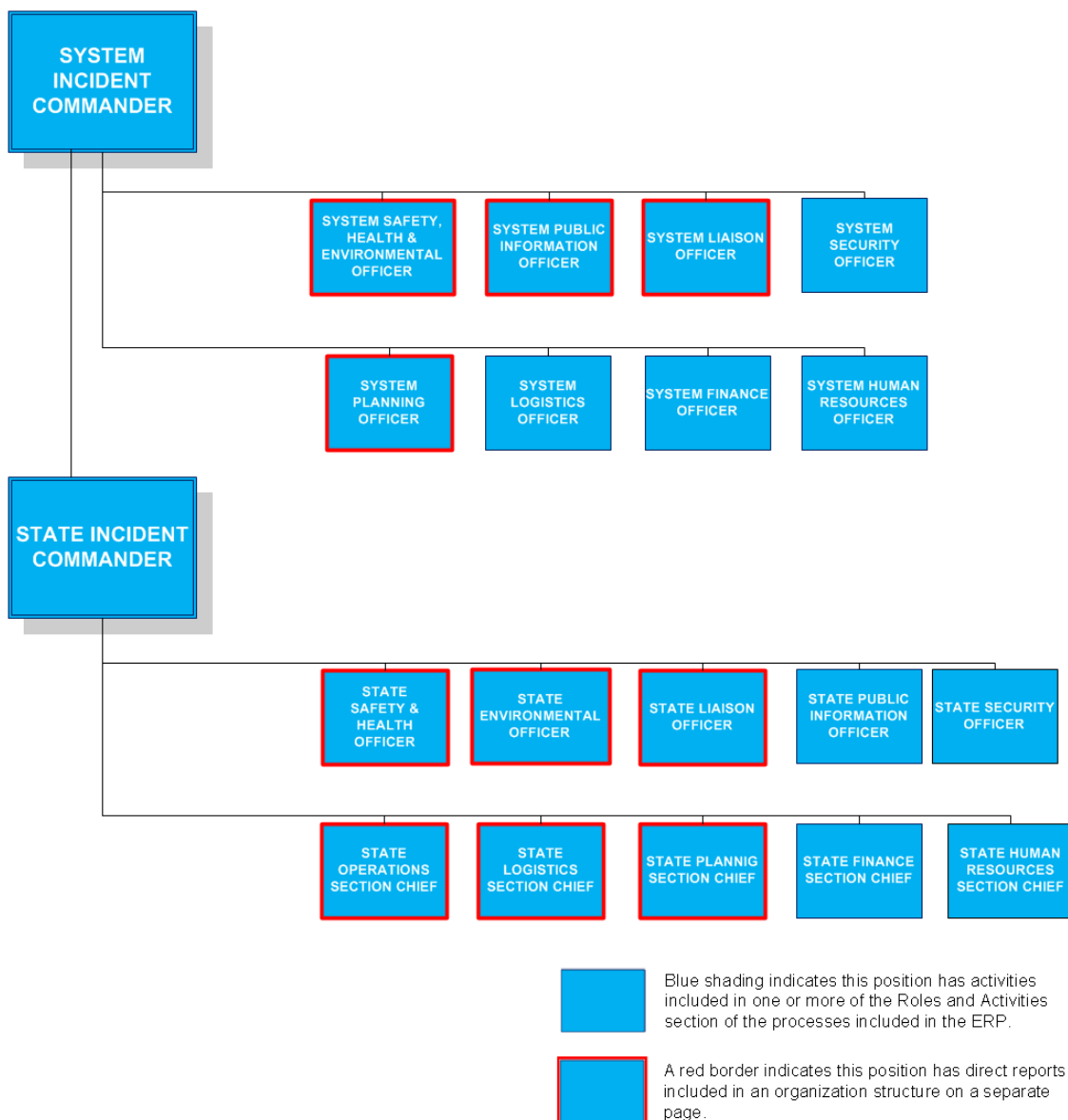
Gas Organization personnel are assigned to emergency positions corresponding to their skills, abilities and subject matter expertise. A roster of designated trained and qualified personnel for each role is maintained in the Storm Emergency Assignment Listing (SEAL) Database.

During a Gas System Emergency (Level I) event, as determined using the National Grid Emergency Classification Guidelines covered in Table 2, the ERO may require a corporate response from personnel assigned to other National Grid Organizations (e.g., Gas Customer Meter Service, Gas System Operations, Customer and Markets, Media External Affairs, Government Affairs, etc.) based on the type and severity of the incident.

Shared Services would provide purchasing, materials (stores), transportation, and food support. Gas Systems Operations would shut off gas, where appropriate, to make safe the affected area. Customer and Markets would primarily interface with and provide information to the customer. Media Services would provide information to the news media via press releases and interviews. Government Relations would provide information to local government officials and dispatch liaisons to the City or County EOC's if activated. These National Grid personnel would coordinate the actions of the ERO with their respective departments.

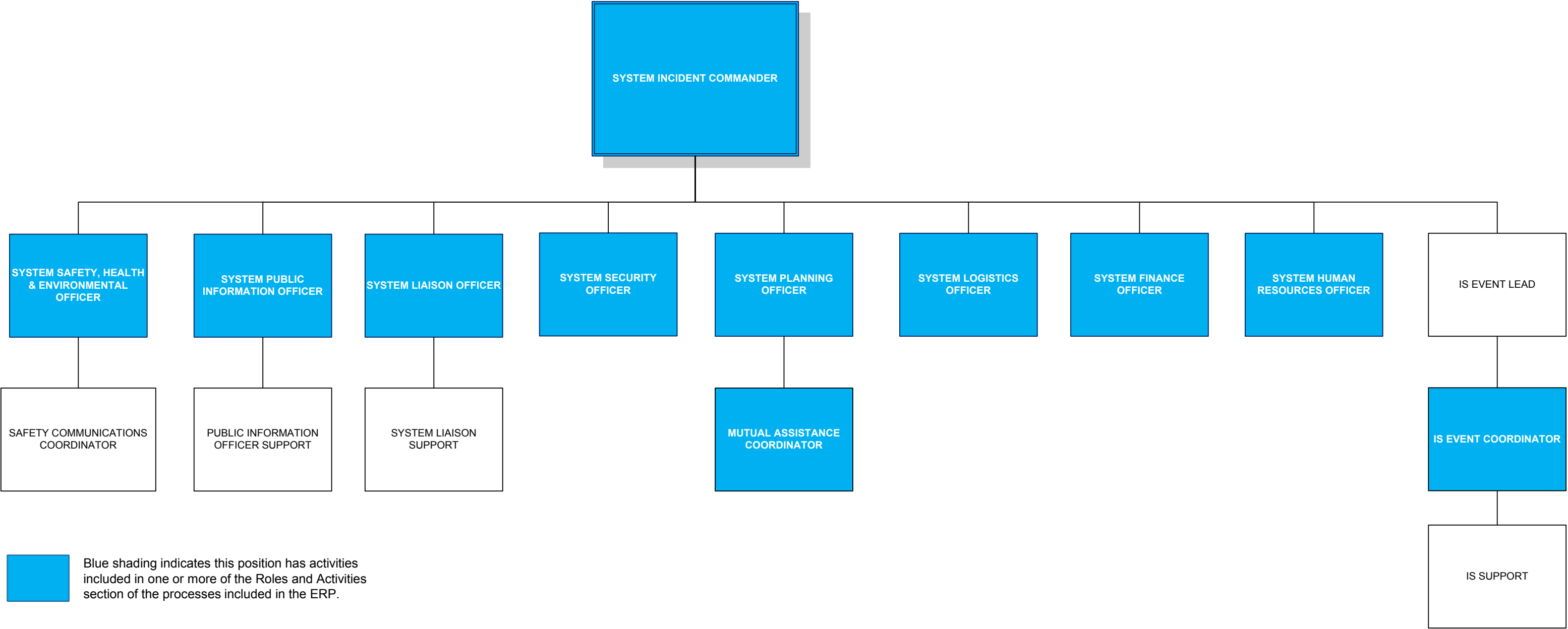


System and State Level ICS Organization Chart

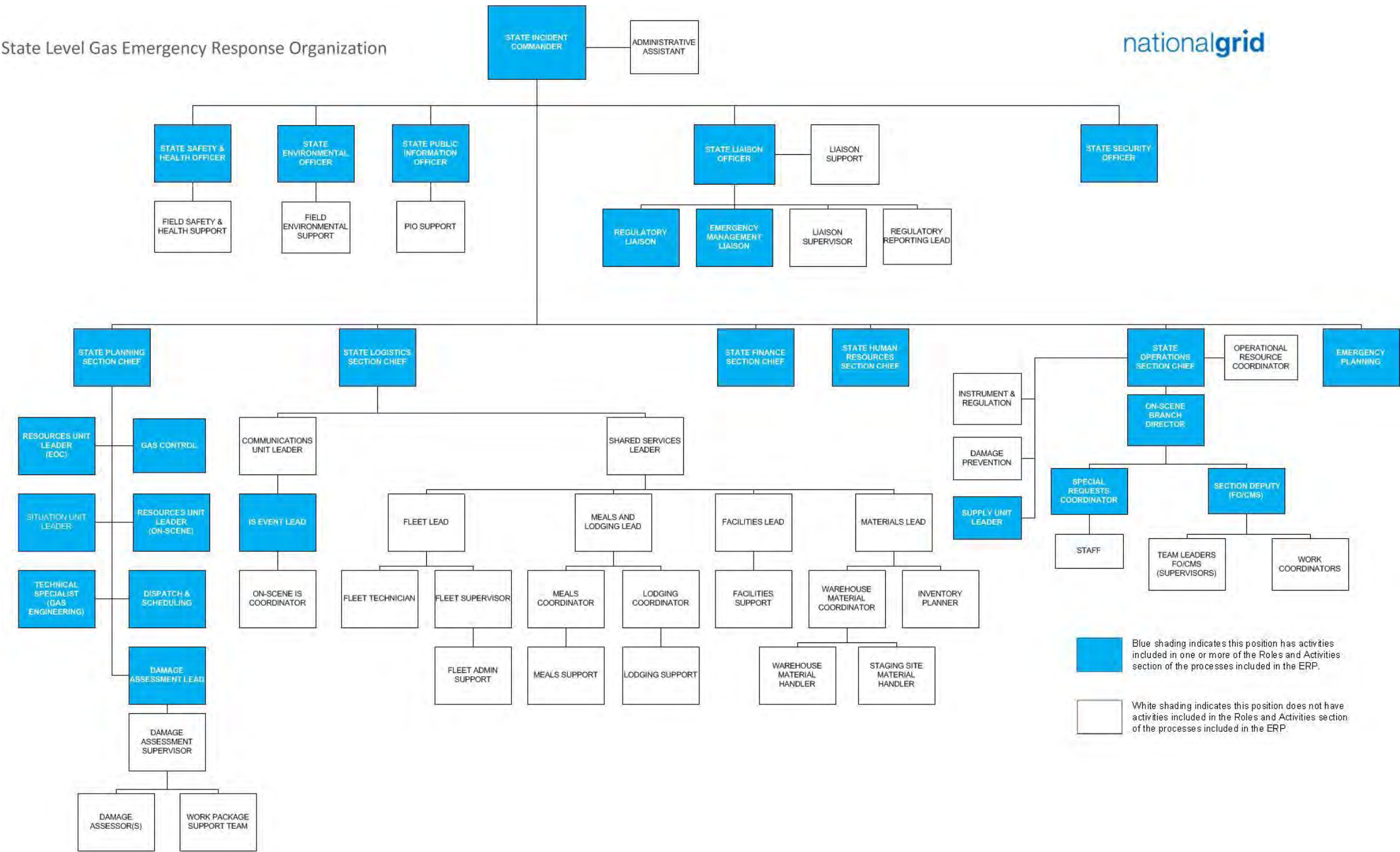


The organization charts contained in the following pages, Figure 2 “System Level ERO” and Figure 3 “State and Operational Level Gas ERO”, show a top down view of the ERO. Positions that are shaded blue indicate those that have activities included in the Roles and Activities sections of the processes contained in this ERP, while positions not shaded do not have defined activities in this ERP.

System Level Emergency Response Organization



State Level Gas Emergency Response Organization



Blue shading indicates this position has activities included in one or more of the Roles and Activities section of the processes included in the ERP.

White shading indicates this position does not have activities included in the Roles and Activities section of the processes included in the ERP.

3.3. State Level ICS Positions Overview

ICS Command and General Staff at the State Level are typically responsible for implementing the tactical response based on strategic objectives during an Emergency. They:

- Plan the Company's response to the Emergency and oversees its implementation,
 - Includes the State Emergency Operations Center (EOC) and is often the highest level involved during a slight to moderate emergency,
- Plan ahead and support the operational team through the activation of facilities and personnel it needs to handle the incident.
- Implement Emergency procedures, and
- Communicate strategic objectives and provide tactical support to the operational teams.

The extent to which roles included at the State Level of the organization are activated will vary depending on the nature of the event. What follows in Figure 4 "State Level Incident Commander Structure" is a description of all State Level ICS Command and General Staff positions that *could* be activated during an event – the activation of any combination of these roles will determined on an event-by-event basis.



Note: In accordance with ICS, the activation of any of these positions is at the discretion of the State Incident Commander in consideration of the level of response required for each event.

3.3.1. Position: STATE INCIDENT COMMANDER

Upon classification of a Gas System Emergency (Level I event), the Incident Commander assumes overall direction and control of the emergency activities.

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Responsible for the overall management of the Emergency at the State Level, including:
 - Restoration,
 - Safety and health,
 - Environmental,
 - Media relations,
 - Regulatory affairs,
 - External communications,
 - Employee communications,
 - Municipal relations,
 - Gas Control Center,
 - Customer Contact Center,
 - EOC operations,
 - Resource coordination,
 - Damage assessment,
 - Reports,
 - Logistics,
 - Security,
 - Time and materials cost tracking, and
 - Demobilization.
- Provides tactical response guidance to the ICS Command and General Staff in New York.
- Provides periodic updates to the System Incident Commander to ensure that the Tactical Level response is aligned with Strategic Level guidance, if activated.
- Additional responsibilities as assigned by the System Incident Commander, if activated.

3.3.2. Position: STATE SAFETY & HEALTH OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Develops and manages Safety and Health objectives for the Emergency at the State Level.
- Oversees that the Safety and Health response is aligned with Strategic Level guidance.

- Provides operational safety response guidance for employees and restoration workers.
- Exercises discretion on whether to stop any job or task deemed to be immediately dangerous to life or property.
- Serves as a resource on Safety-related matters for the State Incident Commander.

3.3.3. Position: STATE ENVIRONMENTAL OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Oversees environmental matters associated with the response, including strategic assessment, modelling, surveillance, and environmental monitoring and permitting.
- Oversees that the Environmental response is aligned with Strategic Level guidance.
- Serves as a resource on Environmental-related matters.
- Serves as the primary point-of-contact for other responding agencies in the event of an environmental incident.

3.3.4. Position: STATE PUBLIC INFORMATION OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Develops and/or approves all internal and external communications messages based on guidance from the State Incident Commander.
- Coordinates the release of all Emergency-related communications within the state.
- Oversees additional responsibilities as assigned by the State Incident Commander.

3.3.5. Position : STATE LIAISON OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Directs the assignment of Company personnel to the New York State Department of Homeland Security Agency (NYS DHS) EOC as requested.

- Serves as the primary point of contact for Regulatory Affairs and Company liaison reporting to the NYS DHS EOC.
- Provides Tactical Level guidance to the Liaison Supervisor(s).
- Coordinates restoration activities and support with New York government response agencies.
- Provides periodic updates to the State Incident Commander as appropriate.
- Oversees additional responsibilities as assigned by the State Incident Commander.

3.3.6. Position: STATE SECURITY OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Manages and supervises the Security organization's actions and response objectives for restoration at the State Level.
- Establishes appropriate utilization of Security services.
- Serves as a resource on Security-related matters.

3.3.7. Position: STATE PLANNING SECTION CHIEF

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Assists the State Incident Commander with developing restoration strategies.
- Maintains situational awareness including the reporting on and progress of restoration activities (State Data Center and Regulatory Reporting).
- Assists the State Incident Commander with evaluation of requests from the Branch Director(s) primarily as they relate to restoration resources and the estimated time of restoration (ETR).
- Oversees additional responsibilities as assigned by the State Incident Commander.

3.3.8. Position: STATE LOGISTICS SECTION CHIEF

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Manages the Logistics team (materials, staging sites, fleet services, facility, materials, communications, meals and lodging) in support of restoration.

- Oversees additional responsibilities as assigned by the State Incident Commander.

3.3.9. Position: STATE FINANCE SECTION CHIEF

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Establishes emergency charge codes.
- Provides guidance to ensure accurate time and material tracking.
- Serves as the primary point of contact for all financial and cost analysis information within the affected State.

3.3.10. Position: STATE HUMAN RESOURCES SECTION CHIEF

NOTE: This position is filled by the System Human Resources Officer during an event.

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Serves as the primary point of contact for all human resource requirements within the affected State.

3.3.11. Position: STATE OPERATIONS SECTION CHIEF

NOTE: This position is filled at the discretion of the State Incident Commander to ensure manageable span of control at the state level.

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Serves as the primary point of contact for all tactical restoration requirements within the affected State.
- Provides operational guidance to On-Scene Branch Director

3.4. Operational Level Positions Overview

Personnel at the Operational Level implement the Company's response to the emergency and report to the Tactical level on progress. Front line staff shall make safe, re-secure networks and repair damage using standard operating procedures, or, for non-operational incidents, using local procedures.

The extent to which roles included at the Operational Level of the organization are activated will vary depending on the nature of the emergency. What follows is a description of key Operational Level positions that *could* be activated during an emergency. The activation of any combination of these positions will be determined on an emergency-by-emergency basis.

3.4.1. Position: ON-SCENE BRANCH DIRECTOR

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

Specific responsibilities include:

- Site responsibility for the mechanical repair of and recovery from the emergency condition,
- Directing the Company's overall coordinated response to the emergency to include: personnel, logistics, technical support, engineering, and operations,
- Primary interface between Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene,
- Coordinating actions of Shared Services (e.g., Media Services, Customer Relations, etc.) at the incident scene,
- Providing updates to Operations Section Chief on the status of the situation

3.4.2. Position: SECTION DEPUTY

REPORTS TO: On-Scene Branch Director

JOB DESCRIPTION:

The Section Deputy responsibilities include:

- Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control,
- Mobilizing one or more crews and establishing a company demark zone of emergency location,

- Serving as initial representative to the Fire or Police Departments, State Office of Emergency Management organizations, the designated On-Scene Branch Director, or other civil authorities at the scene until arrival of the On-Scene Branch Director.

3.4.3. Position: ON-SCENE LIAISON PERSONNEL

REPORTS TO: Operations Branch Director

JOB DESCRIPTION:

Liaison Personnel responsibilities include:

- Responding to concerns and requests by non-Company personnel,
- Informing Company of significant actions being planned by non-Company personnel, and
- Providing information through approved channels within the National Grid organization.

3.4.4. Position: GAS CONTROL

REPORTS TO: State Planning Section Chief

JOB DESCRIPTION:

- Monitors, controls and coordinates all gas main line activities that effect the transportation of natural gas from the interconnects with interstate pipelines to our customers, this includes both planned and unplanned gas system outages and emergencies.
- Maintains the responsibility to evaluate, approve and confirm the appropriateness of any planned system configuration changes, maintain documented interim configuration information and coordinate the review and documentation of final system configuration updates as needed to ensure the safety and reliability of the gas system.

3.4.5. Position: RESOURCES UNIT LEADER (EOC) & (ON-SCENE)

REPORTS TO: State Planning Section Chief

JOB DESCRIPTION:

- If Contractor Crews are being utilized, keep detailed records of their work assignments and schedules

- If Foreign Utility Crews are being utilized: request at least one supervisor for every ten (10) responder and keep detailed records of their activities and work locations.
- Their National Grid escorts should have cellular phones and should call in periodically for messages
- Note what hotel they are staying at so that they may be contacted if necessary.

3.4.6. Position: SUPPLY UNIT LEADER

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

- Coordinates, organizes and consolidates the Logistics needs of the affected location to support operations.
- Communicates the logistics needs and requirement to the State Logistics Section Chief.
- Keeps the State Logistics Section Chief informed about the crew movements.

3.4.7. Position: SITUATION UNIT LEADER

REPORTS TO: State Planning Section Chief

JOB DESCRIPTION:

- Monitor progress of meeting objectives.
- Compile, maintain and display incident status information for Incident Command staff and Emergency Operations Center
- Ensure displays, maps and charts are kept up to date and documented.
- Develops an event planning timeline that includes Estimated Completion Dates (ECD's) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.

3.4.8. Position: OPERATIONAL RESOURCE COORDINATOR

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

- Communicate with Emergency Planning regularly for updated information on mutual assistance utilities providing resources
- Communicate regularly with the Operations Section Chief to evaluate and address resource needs. As mutual assistance resources arrive ensure staging site is prepared for check-in process.
- Establish scheduled times for dissemination of critical safety and operations information and communicate to all Company, Mutual Assistance and Contractor supervisors.
- Deliver critical safety and operations information to internal and external mutual aid crews.

3.5. Additional Organizations Involved in the Response

In addition to the National Grid Gas Organization, other offices, departments, and divisions within National Grid which could have an emergency response function, include:

- Customer Delivery - Responsible for providing information to customers.
- Gas Construction and Maintain - Responsible for terminating gas service to area of gas hazards and assist as required.
- Emergency Planning - Responsible for assisting with the emergency response and evaluating the adequacy of National Grid emergency response efforts.
- Legal and Regulatory - Responsible for coordinating corporate liability as a result of the emergency.
- Shared Services - Responsible for providing materials, purchasing (stores), food service, transportation, property, security and customer relations.

Organizations outside of National Grid that could be involved in the emergency response and with whom the National Grid Gas Organization may need to interface include:

- Department of Transportation Pipeline and Hazardous Material Administration (PHMSA) - Federal authority responsible for assessing National Grid's response to an emergency.
- Federal Energy Regulatory Commission (FERC) - An independent agency that regulates the interstate transmission of electricity, natural gas, and oil. FERC also reviews proposals to build liquefied natural gas (LNG) terminals and interstate natural gas pipelines. For Company purposes, FERC regulates, monitors and investigates electricity, natural gas, natural gas pipelines and LNG terminals.
- Local, State, and Federal Departments of Public Works – Responsible for highways, grounds and public buildings.
- Local, State, and Federal Office of Emergency Management (OEM) - Responsible for coordinating the emergency response efforts for all agencies.
- Local, State, and Federal Offices of Environmental Protection – Responsible for sewer systems and water mains.

- New York State Department of Homeland Security (NYS DHS) - Responsible for coordinating the emergency response efforts for all New York agencies.
- Other Local Distribution Companies (LDC) - Provide personnel and gas supply in accordance with Mutual Aid Information for Gas Emergencies prepared by the Gas Operations Advisory Committee of Northeast Gas Association and Interstate Pipeline Companies.
- New York State Public Service Commission (NYSPSC) – New York State authority responsible for assessing National Grid response to an emergency.
- State/City/Local/County Fire Departments and Fire Marshals - Responsible for fire suppression and rescue of injured and trapped people.
- State/City/Local/County Police Departments - Responsible for maintaining order, establishing a safe perimeter, controlling traffic, caring for fatalities, and arranging for shelter of displaced people.

Chapter 4: Event Classification



4. Emergency Classification and Response Plan Activation

Introduction

The purpose of Emergency Classification and Response Plan Activation is to identify the processes by which the Company tracks and evaluates potential emergencies and mobilizes the ERO to respond to an emergency. The processes and activities contained in this chapter trigger all the other response-related processes contained in the ERP and are typically initiated during the Pre-Event Stage of an emergency and continue through the Service Restoration Stage as conditions evolve

and changes to the structure of the ERO are warranted.

The processes and associated roles covered in this chapter can be seen in Figure 5 “Emergency Classification and Response Plan Activation High Level Overview” to the left.

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

Chapter 4 Summary: Emergency Classification and Response Plan Activation

4.1 Classification of Emergencies	4.2 Activating the Emergency Response Organization	4.3 Emergency Operations Center Overview
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none">Emergency Planning	<ul style="list-style-type: none">State Incident CommanderState Planning Section ChiefState Operations Section ChiefOn-Scene Branch Director	<ul style="list-style-type: none">None

4.1. Classification of Emergencies

Whenever a significant incident capable of causing interruptions to gas service does or is anticipated to occur, the Incident Commander, with support from Emergency Planning, will determine the necessary level of the Company’s response as dictated by established Operating Conditions. The classification of an Emergency is not necessarily dependent upon the number of customers interrupted and the estimated duration of the restoration activities but is generally based on the severity and complexity of the restoration operation. Considerations may include, but are not limited to, the safety, size of the incident and impacts to life

Processes

4.1 Classification of Emergencies

4.2 Activating the Emergency Response Organization

4.3 Emergency Operations Center Overview

and property, level of command required to direct restoration efforts, or current operational situation (number of outages, resources, supplies, etc.).

The categories of emergency events that can potentially affect National Grid gas facilities or pipelines are:

- Natural Disasters,
- Gas Leaks,
- Water Main Breaks,
- Fire/Explosion,
- Unplanned Supply Interruption,
- Other Emergency Events Related to Gas Operations,
- Terrorism, and
- Civil Disturbances.

National Grid's emergency response capability must be able to rapidly assess the actual and potential hazard associated with an Emergency Event and mobilize the appropriate response resources.

Overview of Emergency Event Types

The Emergency Event Type is a useful tool for the purposes of summarizing the size, scope and complexity of the Emergency to more quickly and easily communicate typical operating conditions to key stakeholders. The following table presents guidelines to determine the Operating Conditions that typically accompany each Emergency Event Type. The Emergency Event Types have been developed in conjunction with other utilities in the northeast U.S. to provide common classification standards that are easily understood across the region.

Table 1: Emergency Event Types

Event Type	Operating Condition	Response Actions
5	<ul style="list-style-type: none">• Less than 10 customer outages and,• Expected duration less than 8 hours	<ul style="list-style-type: none">➤ Immediate initial incident assessment➤ Follow O&M Manual Procedures➤ Local Staffing (Internal)➤ On scene event management➤ Emergency Response Plan not activated➤ If required, activate communications process

Event Type	Operating Condition	Response Actions
4	<ul style="list-style-type: none"> 10 to 49 customer outages, or Expected duration 8 to 24 hours 	<ul style="list-style-type: none"> ➤ Immediate initial incident assessment ➤ Follow O&M Manual Procedures ➤ Local Staffing (Internal) ➤ On scene event management ➤ Implement LDC Incident Command Structure protocol as situation dictates ➤ Regulatory reporting provided per Regulatory Agency guidelines ➤ Emergency Response Plan not activated ➤ If required, activate communications process
3	<ul style="list-style-type: none"> 50 to 499 customer outages, or Expected duration of 24 to 36 hours 	<ul style="list-style-type: none"> ➤ Immediate initial incident assessment ➤ Follow O&M Manual Procedures ➤ LDC Staffing (Internal) ➤ On scene event management ➤ Implement LDC Incident Command Structure protocol as situation dictates ➤ Regulatory reporting provided throughout the event per Regulatory Agency guidelines ➤ Activate communications process ➤ Emergency Response Plan not activated
2	<ul style="list-style-type: none"> 500 to 999 customer outages, or Expected duration of 36 to 72 hours 	<ul style="list-style-type: none"> ➤ Immediate initial incident assessment ➤ Follow O&M Manual Procedures ➤ Staffing (Internal and Mutual Aid (if needed)) <ul style="list-style-type: none"> • LDC • NGA Support • Regional Support ➤ Designate the LDC Emergency Operating Center (EOC) and any additional staging sites as necessary ➤ Implement LDC Incident Command Structure protocol as situation dictates ➤ Regulatory reporting provided throughout the event ➤ Activate communications process ➤ Emergency Response Plan activated
1	<ul style="list-style-type: none"> 1000 and greater customer outages, or Expected duration of 72 hours or greater 	<ul style="list-style-type: none"> ➤ Immediate initial incident assessment ➤ Follow O&M Manual Procedures ➤ Staffing (Internal and Mutual Aid (if needed)) <ul style="list-style-type: none"> • LDC Wide • NGA Support • Regional Support • Beyond Regional Support ➤ Designate the LDC Emergency Operating Center (EOC) and any additional staging sites as necessary ➤ Implement LDC Incident Command Structure protocol as situation dictates ➤ Regulatory reporting provided throughout the event ➤ Activate communications process ➤ Emergency Response Plan activated

Weather Reporting

It is of great importance that the weather and other incidents and events that might adversely impact the system be monitored closely, particularly during periods of impending adverse conditions. Emergency Planning will monitor the weather and any incident or event that poses a potential significant risk will be immediately communicated to the NYS Jurisdictional Leadership, and/or the Vice President Field Operations New York.

Forecasts will be obtained from the Company's weather provider three times daily, as well as from various weather websites.

4.1.1. Emergency Planning

- 4.1.1.1. Track weather and other events that might impact the system and communicates potential risks to, NYS Jurisdictional Leadership, and/or Vice President Field Operations New York.

Extreme Weather Plan

Historically, in cases where severe weather events resulted in storm damage to the gas system, this damage has been largely attributable to flooding caused by rain and storm surge. Flooding in the area of the gas system may cause water infiltration into the low-pressure gas system and high-pressure regulator equipment at the customers' premise. In addition to flooding, structural damage to the gas system may result from high winds (e.g., uprooted trees and damage to customers' premises). While structural damage is less common, and the resulting impact on the gas system is normally isolated to the immediate area of damage, this type of damage should be expected in major storms.

The Company utilizes the Extreme Weather Plan to track and plan for the impact of severe weather and potential flooding. This plan is typically utilized prior to the activation of the ERO and, therefore, is a precursor to the ERP. Once the ERO is activated, the processes included in the ERP are used to respond to the emergency.

Classifying an Emergency

The Dispatch and Scheduling Supervisors for all National Grid regions have the responsibility for classifying an event and performing all notifications and providing event status updates. Notifications include all respective internal and external personnel and organizations, including regulatory agencies.

The Dispatch and Scheduling Supervisors are responsible for events involving gas service and for notifying Gas Control of major gas incidents or other incidents. The Dispatch and

Scheduling Supervisors utilize a Company matrix, the National Grid Emergency Classification Guidelines, to determine if an incident is significant enough to require activation of the ERO. If the ERO is activated, the Emergency Event Type will be established by the State Incident Commander, based on the criteria included in Table 1 on page on the previous page.

The National Grid Emergency Classification Guidelines are the foundation of the concept of operations. The guidelines provide:

- A mechanism for rapidly activating specific facilities and personnel based upon the known aspects of an event.
- An indication to non-National Grid personnel, not directly involved with the event, of the seriousness of the Emergency so that they can prioritize their actions accordingly.

These guidelines group the potential emergency events into six common event categories. The events within each category are then graduated by level of significance into three emergency classifications.

The lower two emergency classification levels, Special Notification and Abnormal Event, provide for heightened awareness of the situation by company personnel. The highest emergency classification, Gas System Emergency, provides for the activation of additional facilities and personnel as needed and typically results in an Emergency Type Event as covered in Table 1 on page 29.

In Table 2, “Overview of Event Classifications”, provides the National Grid Emergency Classification Guidelines for gas incidents affecting the gas transmission and distribution systems and gas production facilities.

During a gas emergency, the magnitude of the response and the response organization required to direct and resolve the incident is based on the emergency event and its classification. The Emergency Classification Guidelines facilitate the decision as to whether full or partial Incident Command activation of the ERO is necessary.

The following are guidelines to determine the Operating Conditions that typically accompany each incident classification type.

Table 2: Overview of Event Classifications

NEW YORK GAS EMERGENCY CLASSIFICATIONS GUIDELINES AND NOTIFICATIONS MATRIX				REV 05/08/2018
CLASSIFICATIONS	SPECIAL NOTIFICATION	ABNORMAL EVENT	GAS SYSTEM EMERGENCY	
Extreme Weather/Natural Disaster	Localized flooding due to severe weather conditions.(E)	Gas service/system affected by flooding/severe weather (C)	1) High flood water causing evacuation of an area with more than 100 gas services (B) 2) Earthquake, Hurricane, Tropical Storm (B)	
Fire/Disturbance (with or without a continuing gas leak)	Non-gas related fire/disturbance affecting National Grid gas facilities (E) Fire/Disturbance- Gas involvement unknown (D)	Gas related fire/disturbance causing: 1) Damage < \$50K (C) 2) Evacuation of 10 buildings or less (C)	Gas related fire/disturbance causing: 1)Estimated property damage-\$50K or more, including loss to the operator or others, or both, but excluding cost of gas lost(A)* 2)Evacuation of more than 10 buildings (B) 3)Inpatient hospitalization due to injury/death involving natural gas (A)*	
Gas Leak	1) Continuing gas leak potentially causing structural damage to company property (E+E1) 2) Any sustained natural gas reading above 20% of the Lower Explosive Limit (LEL) in the atmosphere of a confined space (excluding utility manholes) that cannot be relieved to 20%LEL (E+E3) 3) All Type 1 natural gas readings in the sewer system(readings of >4% gas-in-air on a CGI within manholes, vaults or catch basins)(E+E3) 4) Outdoor ambient air readings of natural gas not directly at the source, of more than 20% of LEL (E+E3) 5) Any leak found on the transmission main.(E2)	1) Continuing gas leak potentially causing public structural damage (C) 2)Gas leak causing the evacuation of 10 buildings or less (C) 3) Any natural gas incident resulting in evacuation of a school, synagogue, church, apartment building or other building of public assembly: UNY (C), NYC/LI (C2) 4) Gas leak which may affect MTA or any railroad operation (C+C1) 5) Any leak in a natural gas main requiring emergency shutdown of the main: UNY (C); NYC/LI (C2) 6) Gas leak involving a sewer system where the hazard cannot be immediately relieved by venting UNY (C); NYC/LI (C2) 7) Any serious natural gas leak that may cause risk or danger to public health, welfare of environment NYC/LI (C2)	Gas Leak Causing: 1) Shutdown of transmission main (B) 2) Evacuation of > 10 buildings or critical facility (B) 3) An event that involves a release of gas from a pipeline, or of liquefied natural gas, liquefied petroleum gas, refrigerant gas, or gas from LNG facility, and results in one or more of the following consequences: a) Inpatient hospitalization due to injury/death involving natural gas (A)* b) Estimated property damage of \$50K or more, including loss to the operator and more (A)* c) Unintentional estimated gas loss of 3 million cubic feet or more (A)* 4) An event that results in emergency shutdown of LNG Facility (A)*	
Unplanned Supply Interruption (actual or impending loss of supply)	1) LESS THAN (<) 10 services affecting more than 25 customers (E+E2) 2)Water main break with potential for affecting a gas facility (E+E1) 3)Potential loss of pipeline supply (B2)	1)10 -100 services affected (C) 2)Critical Facility affected (C) 3)Loss of supply to Key Gas Accounts (C+C3) 4)Imminent loss of pipeline supply (B+B2)	1) >100 services affected (B) 2)Actual loss of pipeline facility supply(B+B2) 3)Unexpected drop in system pressure (A)** 4)Unanticipated loss of SCADA communications w/ indication of pipeline facility emergency (A)** 5)There are reports from field personnel of an incident (A)** 6)Unexpected fire alarm at gate station (A)**	
Carbon Monoxide (CO)		1)Carbon Monoxide symptoms (C) 2) Carbon Monoxide readings causing the evacuation of 10 buildings or less (C)	1) Carbon Monoxide readings causing the evacuation of >10 buildings or critical facility (B) 2)Inpatient hospitalization due to injury/death involving natural gas (A)*	
Other	1)Release of reportable quantity of oil or other hazardous material (H) 2)Vehicle Accident-no injuries (F) 3)Physical damage to a transmission main (E2) 4)Damage to gas infrastructure with potential to trigger an Abnormal Event or Emergency(E+E1) 5)Potential security breach at LNG/LPG Facility (G) 6) Anomalies or defects discovered during inspection of transmission main that requires immediate repair.(E2)	1)Confirmed bomb threat on National Grid property (D+D1) 2)Odorant release affecting the public (D+D2) 3)Foreign odor causing significant noticeable increase in customer calls (D+D2) 4)Newsworthy Item/Gov't Inquiry(D) 5)Gas Related Public Injury (C) 6)Non-gas accident related public injury/death (C) 7)Gas incident that results in damage to water or sewer mains (C) 8) Security Breach at LNG/LPG Facility (G+G1) 9)Property damage or National Grid employee injury only (F1) 10)Aggravated injury, threatening situation, threat with weapon and/or hostage situation involving a National Grid individual(s) while on duty (F1) 11) National Grid vehicle related public injury/death (F1) 12) Over-pressurization of Main, Service or Customer Piping (C)	1)Confirmed bomb threat on National Grid property potentially affecting the public (B+B1) 2)Event causing significant media or governmental action (B) 3)Electric blackouts (system or rolling) (B) 4)Reduction of pressure or curtailment of load/supply (B) 5) All accidents that may involve LNG/LPG facilities as a casual factor that involves injury or death to any person, any damage to the property of others, significant damage to plant property or communications media [NY Part 259.5 (A+A1)* 6)All unplanned LNG/LPG spills or leaks that per NY Part 259.5 (A+A1)* : a)require taking any segment of pipeline or process area out of service b)result in Ignition Injury/death c)cause failure of a structural support d) in the judgment of the operator, could cause public concern due to coverage by the news media. 7)An event that involves a release of LNG/LPG or gas from an LNG/LPG facility and results in an emergency shutdown of an LNG/LPG facility [US DOT Part191.3] (A+A1)* 8)Pressure exceedance above 110% MAOP due to system failure of Federally defined transmission lines (A)**	
<p>*Notification to DOT Codes (A+A1) requires prior approval of a Corporate Officer (see Regional Notification Charts). DOT notification involves the release of gas from a main, service line, or LNG/LPG Facilities.</p> <p>**Notification is required of (A)** incidents to US DOT Pipeline and Hazardous Materials Safety Administration (PHMSA)</p> <p>These bolded incidents require that a preliminary notification be sent out, where and when possible, within 15 minutes of receiving a report from a reliable source (company employee/contractor, fire, police, or other town/city/state agency) with the facts as known at that point in time.</p>				

Gas incidents which are classified as Special Notifications or Abnormal Events are handled by the normal organization's assigned personnel. Mobilization of a portion or all of the ERO may be required by events classified as Gas System Emergencies. If multiple gas incidents occur, the establishment of an ICS-based structure that supports multiple on-scene locations may be established at each incident site.

The Dispatch and Scheduling Supervisor who classifies the incident would make emergency notifications to National Grid, the NYSPSC, and local EROs, if appropriate, using the notification charts (Appendix A - located in Chapter 32, of the ERP). The appropriate Gas Organization Director in whose area the incident has occurred, or other qualified and designated Director would assume the role as the State Incident Commander for the incident. Within the Downstate New York region only, if the appropriate Gas Organization Director is unavailable, the Duty Manager would be notified and assumes the responsibility of the State Incident Commander.

The State Incident Commander has the responsibility of assessing the situation and determining the appropriate level of response, (e.g., whether to activate a Gas Emergency Operations Center and/or dispatch a command and control vehicle to the scene). Gas Dispatch and Scheduling will maintain updated copies of the rotational assignments.

When weather or other natural or human causes (e.g., major equipment failure, civil unrest, terrorism, wildfire, etc.) threaten to cause conditions that result in substantial damage to the Company's gas systems, which may not be handled effectively through normal operating procedures, or unforeseen damage to the gas system has occurred, an emergency can be declared.

An incident at one of National Grid's gas facilities initiates a set of internal and external notifications. When the incident is discovered, the National Grid person observing the emergency condition notifies the Gas Dispatch and Scheduling Supervisor and takes mitigating action as dictated by procedure.

When gas emergency calls are received by either Gas Dispatch and Scheduling or the Customer Contact Center personnel from fire or police department personnel (or other credible officials) indicating a gas emergency, one or more Gas Organization personnel are immediately dispatched, and appropriate notifications are initiated.

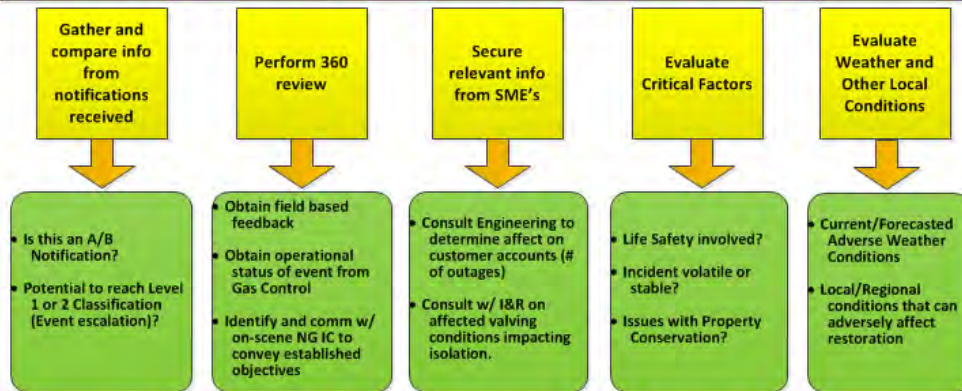
Upon receipt of a call from the on-scene location, the Gas Dispatch and Scheduling Supervisor make any direct immediate communications to Gas Control, local emergency response personnel, facility managers and key Gas Organization personnel. Upon completion of these immediate communications, the Supervisor classifies the emergency, using the Emergency Classification Matrix. For Gas System Emergency incidents, the appropriate Director or Vice President from the Gas Organization is contacted and may assume the role as the Incident Commander for the incident. If this individual is not available, the assigned Duty Manager is contacted and assumes the responsibilities of the Incident Commander.

The severity and complexity analysis is based on factors including, but not limited to:

- Safety,
- Size of the emergency and impacts to life and property,
- Extent of potential or known damage,
- Type of damage,
- Availability of supplemental resources,
- Level of command required to direct restoration efforts,
- Current operational situation (number of outages, resources, supplies, etc.),
- Current and forecasted weather conditions,
- Damage assessments,
- Restoration priorities,
- Forecasted resource requirements, and
- Other situational specific factors.

To support the decision-making process for activation of the Gas EOC and Emergency Response Organization, the following “Size-up, Scale-up” guidance charts are provided.

Incident Size Up - What is currently happening?



Scale Up - What do I need to consider?

Based on the extent of known or potential gas system affected, is there a need for additional resources?

Is support for any of the following needed: 1. Media, 2. Customer and Community, 3. Logistics? Based on damage or outage assessment, can the currently established team meet all restoration needs?

Are there extenuating circumstances increasing the severity of current field conditions requiring ERP/EOC activation?

Do event conditions require greater oversight and interaction by Directors / VP's? If in doubt notify Emergency Planning Personnel.

Evaluate info obtained from Gas Control. Does this indicate the need for expanded incident command support?

Does this event have any potential to affect life safety and property conservation?

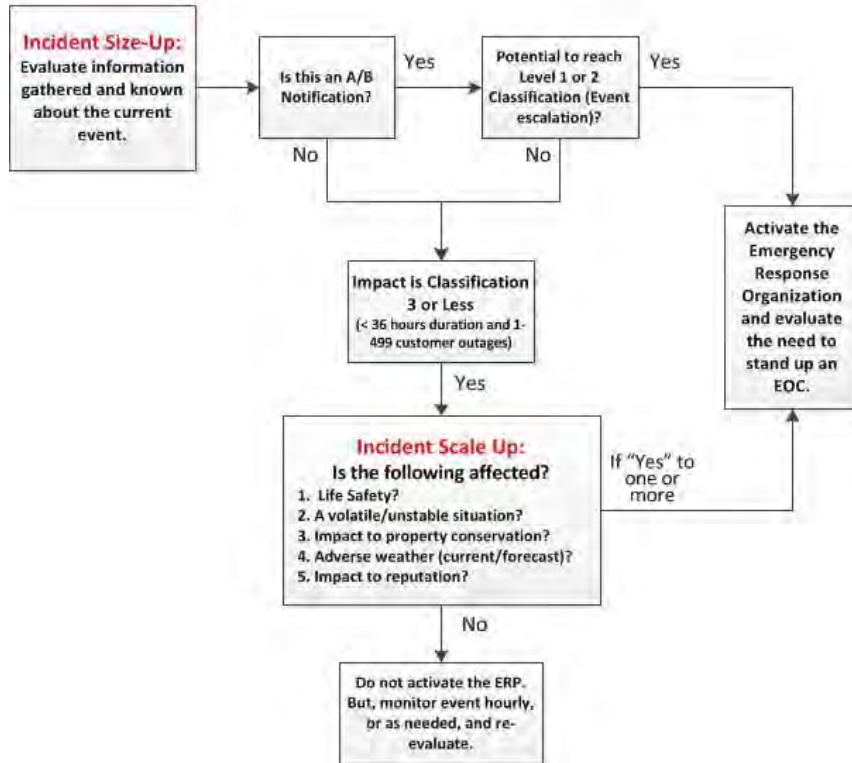
Does the event meet the A/B type Emergency Classification requiring Emergency Response organization/EOC activation?

Is the Customer outage greater than 500 accounts/ restoration duration greater than 36 hours? Do you have enough resources to support restoration?

Determine potential for event to escalate into a Level 1 or 2 Classification. Will incoming or current inclement weather affect the response activities?

Based on review of these "Scale-Up" elements, knowledge, judgement and the decision chart on the opposite side to determine activation of the Emergency Response Organization and an Emergency Operations Center.

Emergency Event Size-Up, Scale-Up Guideline



<u>A/B Type Notifications</u>
1. High flood water causing evacuation of an area with more than 100 gas services.
2. An event that involves a release of gas from a pipeline or of liquefied natural gas, liquid petroleum gas, refrigerant gas, or gas from LNG facility and resulting in one or more of the following 3 consequences:
a. Inpatient hospitalization due to injury/death involving natural gas;
b. Estimated property damage of \$50K or more, including loss to the operator and more;
c. Unintentional estimated gas loss of 3 million cubic ft. or more.
3. > 100 gas services affected.
4. Actual loss of pipeline facility supply.
5. Unexpected drop in system pressure.
6. Unanticipated loss of SCADA communications w/ indication of pipeline facility emergency.
7. Event causing significant media or governmental action.
8. Electric blackouts (system or rolling).
9. Reduction of pressure or curtailment of load/supply.
10. Carbon Monoxide readings causing the evacuation of > 10 buildings or critical facility.

<u>Gas Emergency Classification Information</u>
<u>Level 1</u>
• 1000 and greater customer outages, or
• Expected duration of 72 hours or greater
<u>Level 2</u>
• 500 to 999 customer outages, or
• Expected duration of 36 to 72 hours

Once established or changed, the Emergency Classification Level will be communicated to all leaders and organizations currently engaged in or anticipated to be engaging in restoration or support activities.

4.1.2. State Incident Commander

- 4.1.2.1. Upon activation, reviews the classification assigned by the Dispatch and Scheduling Supervisor and changes accordingly.
- 4.1.2.2. Reviews the Size Up, Scale Up Guidance Document based on communicated field conditions.
- 4.1.2.3. Takes appropriate actions. (Open EOC, continue to monitor conditions and review Size Up Scale Up Guidance Document)

4.1.3. Dispatch and Scheduling Supervisor

- 4.1.3.1. Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification level.
- 4.1.3.2. Communicates the Emergency Classification Level to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch and Scheduling from another region to perform all or a portion of the notifications.

4.2. Activating the Emergency Response Organization

Once an emergency has been classified, the activation of the ERO, including the identification of which EOCs, ICS Command and General Staff positions, and support personnel are required, will commence.

Organization Activation

EOCs are established as needed to maintain communications and coordinate field operations. The severity of the emergency determines which EOC(s) will be activated.

Due to the size and nature of the ERO the activation process is intended to be a cascading event to maximize response efficiency and consistency.

Certain modular functions may be activated centrally, by a predefined lead acting on behalf of the State Planning Section Chief to ensure equitable distribution of resources based on the particular geography and impact of the emergency.

Personnel Activation

The activation of ICS Command and General Staff positions will be done at the discretion of the State Incident Commander. The State Incident Commander and State Operations Section Chief will determine the ICS positions that are required to respond to an emergency. The activation of support resources will be done by Resource Unit Leader based on the ERO structure desired by the State Incident Commander.

The activation and acquisition of ICS Command and General Staff positions and support personnel is covered in detail in Chapter 6 (sections 6.5 and 6.6, respectively).

In the event of a secondary event occurring while the ERO is activated a separate ICS structure will be established reporting directly to the original Incident Commander. A Branch Commander will be activated that will lead this separate ICS organization. Under the Branch Commander would be a scalable structure based on the needs of the incident such as:

- Branch Safety & Health Coordinator
- Branch Public Information Coordinator
- Branch Environmental Coordinator

- Branch Operations Coordinator
- Branch Security Coordinator
- Branch Logistics Coordinator
- Branch Liaison Coordinator
- Branch Planning Coordinator

This would be a self-supporting Incident Command Structure reporting to the same Incident Commander as the established ERO.

Roles and Activities

4.2.1. State Incident Commander

- 4.2.1.1. Determines when to activate the State EOC based on the severity of the emergency.
- 4.2.1.2. Determines which State Level ICS positions and support functions are required to respond to an emergency.
- 4.2.1.3. Oversees operation of the State EOC or appoints a designee to do so in their absence.
- 4.2.1.4. Ensures that Emergency Planning develops and maintains an organization chart for the ERO activated at any point during an emergency.
- 4.2.1.5. When appropriate, initiates regularly scheduled meetings with Incident Command Team and any additional attendees beyond typical ICS support roles to review restoration progress and define objectives. A copy of the Gas Emergency Organization Event Update Session Agenda is provided in Chapter 32.5
 - 4.2.1.5.1. Typical Incident Command Team representation should consist of:
 - State Incident Commander
 - State Planning Section Chief
 - State Operations Section Chief
 - On-Scene Branch Director
 - Public Information Officer
 - State Safety and Health Officer
 - State Security Officer
 - State Logistics Section Chief
 - State Liaison Officer

- Emergency Planning

4.2.1.5.2 Potential attendees beyond typical ICS roles can consist of:

- Instrumentation and Regulation (I&R)
- Gas Control
- Gas Dispatch and Scheduling
- Customer and Community Management
- Customer Contact Center
- State Environmental Officer

4.2.2. State Planning Section Chief

- 4.2.2.1. Activates the State EOC if directed to do so by State Incident Commander.

4.2.3. State Operations Section Chief

- 4.2.3.1. Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.
- 4.2.3.2. Determines the need for and oversees operation of the On-Scene Command Center or appoints a designee to do so in their absence.
- 4.2.3.3. An On-Scene Command Center can be established at or near the emergency location and can be in the form of a Company facility, emergency command trailer or response vehicle. When appropriate, coordination with external agencies may provide the option to establish an On-Scene Command Center at a nearby fire house.

4.2.4. On-Scene Branch Director

- 4.2.4.1. Activates the On-Scene Command Center, which could be the Company's mobile command center or established at a Company or third-party location.
- 4.2.4.2. Ensures Customer and Community activities are segregated from operations to allow for access by the public as necessary.

4.3. Emergency Operations Center Overview

EOCs can be established at two levels within the ERO based on the severity of an emergency: System EOC and State EOC(s).

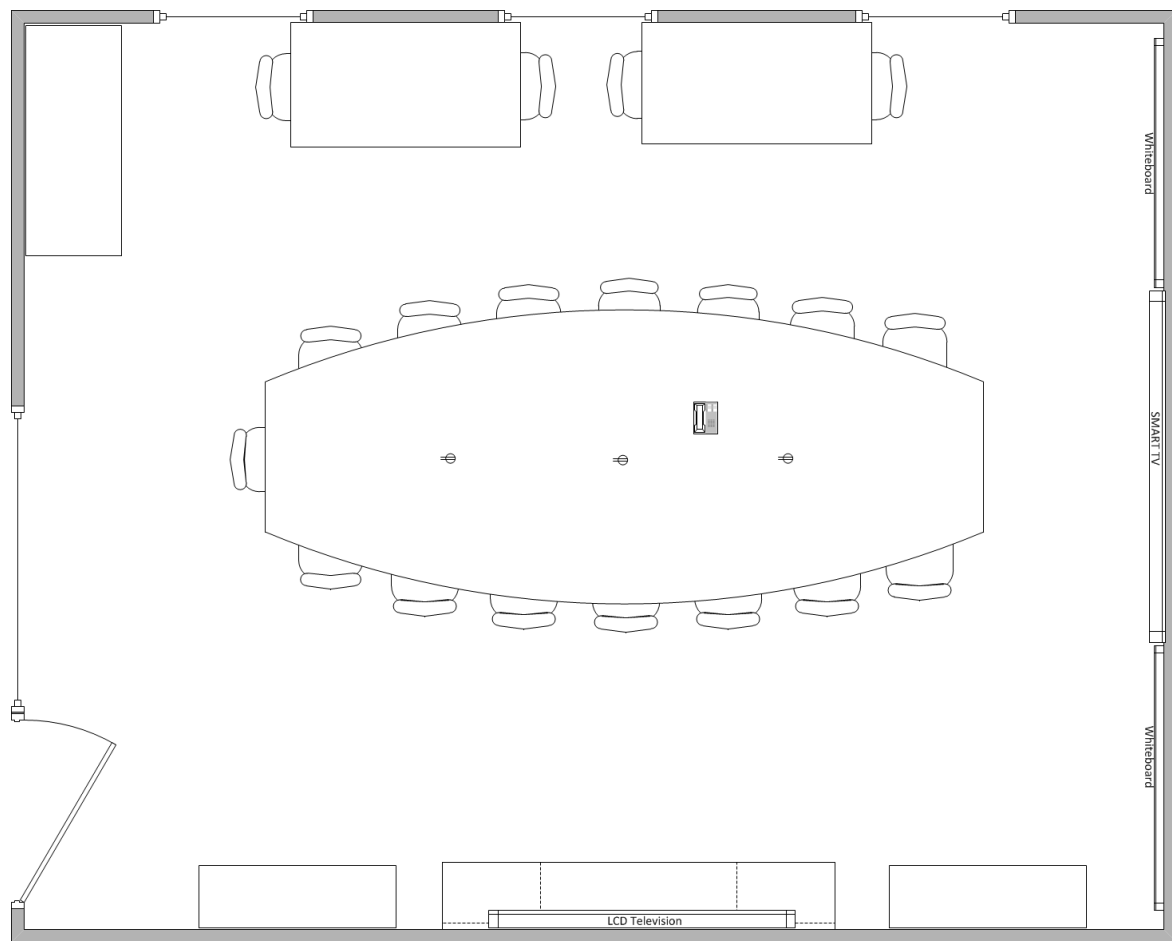
A System EOC is established at National Grid's Northborough facility, as required. During an emergency, the System EOC is typically staffed by the System Level ICS Command and General Staff determined necessary to ensure a successful response. They are responsible for coordinating emergency-related activities and act as an interface to the State EOCs in Rhode Island (Providence) and Massachusetts (Northborough), in Brooklyn (Metrotech), on Long Island (Melville) and in Upstate New York (Albany and Syracuse). However, if the Incident Commander determines that there is a closer or more appropriate company facility that will better meet the needs of the Emergency Restoration Organization, the EOC can be established at a different facility.

During State Level emergencies the State EOC:

- Monitors customer interruptions,
- Assesses the State Level operating status and assesses the damage to the Transmission and Distribution systems,
- Sets State Level priorities and objectives,
- Provides information on customer interruptions, ETRs, issues periodic status updates on the ongoing restoration to senior management, Media Affairs (i.e. Media Relations, Internal Communications, and Regulatory Affairs), and applicable regulatory agencies,
- Allocates resources for the restoration effort, including Company crews, contract crews, and crews from foreign utilities, and
- Provides Incident Action Plan (an example of which is included as Exhibit A to this chapter, which is found in Appendix A of this ERP-in chapter 32) every 12 hours (as described in Chapter 21.1 of this ERP) or at other pre-designated intervals to applicable functional groups.

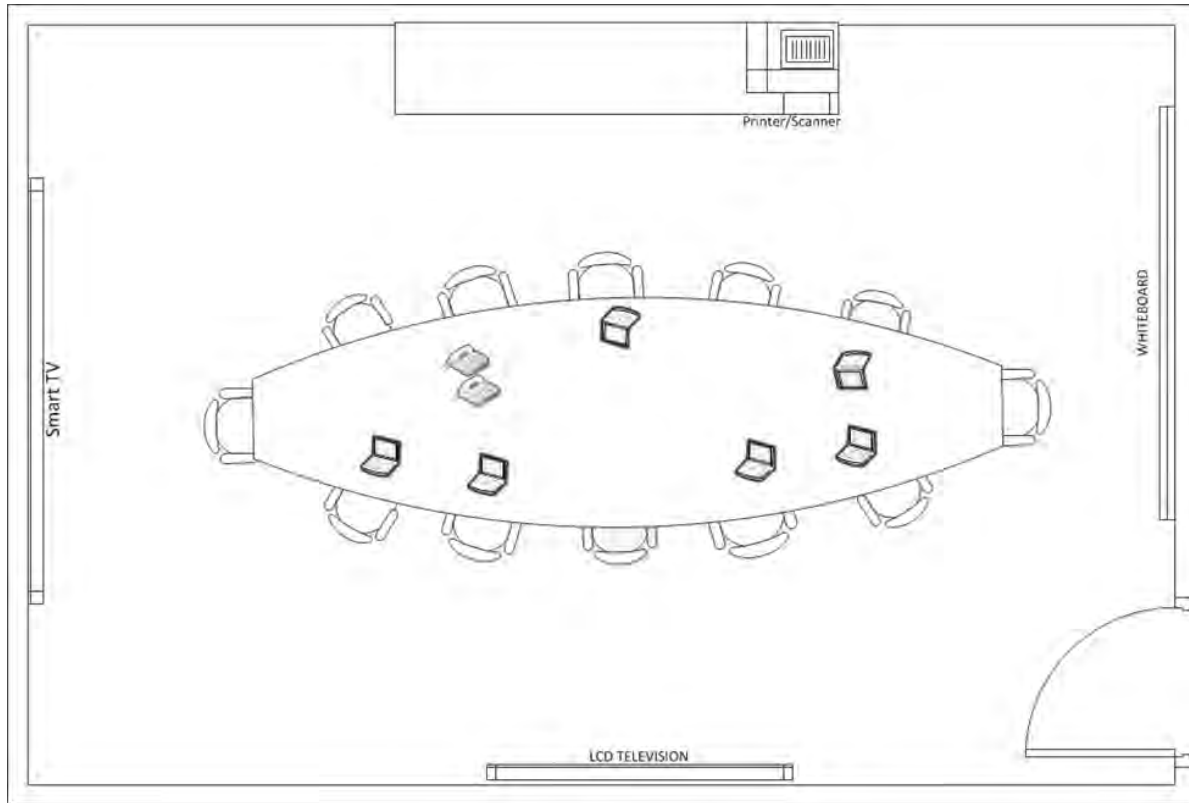
The layout of each New York EOC is defined within the graphics displayed below.

Long Island Gas Emergency Operations Center



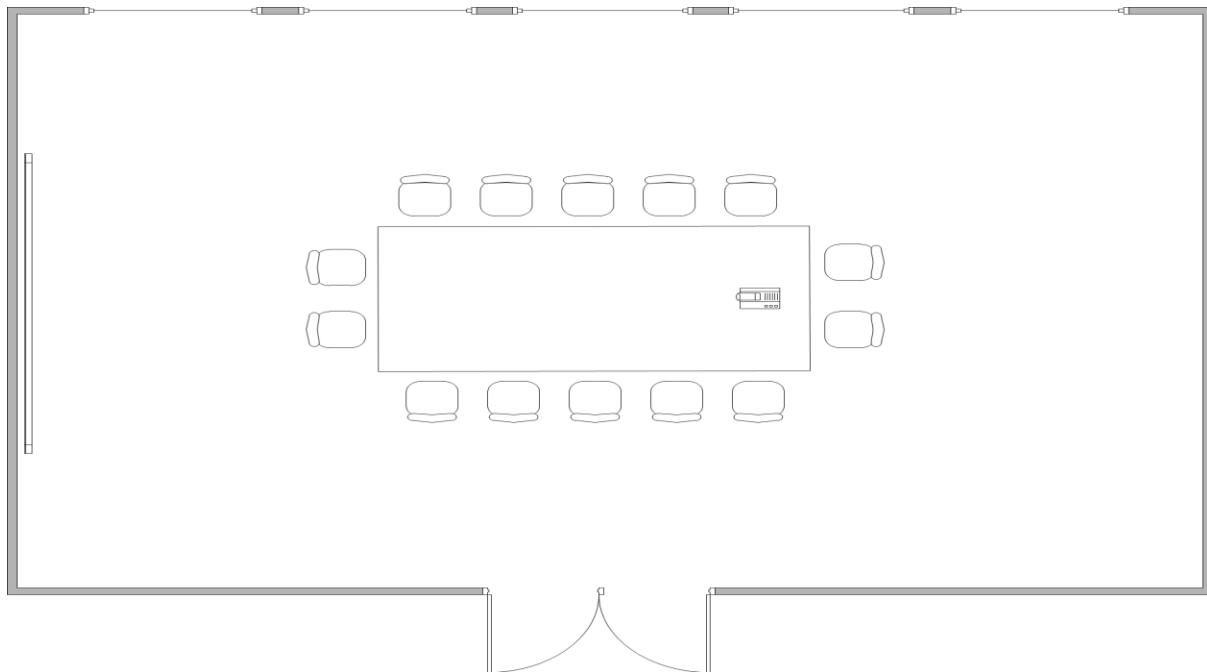
Melville Hub Facility
Emergency Operations Center

Metrotech Gas Emergency Operations Center



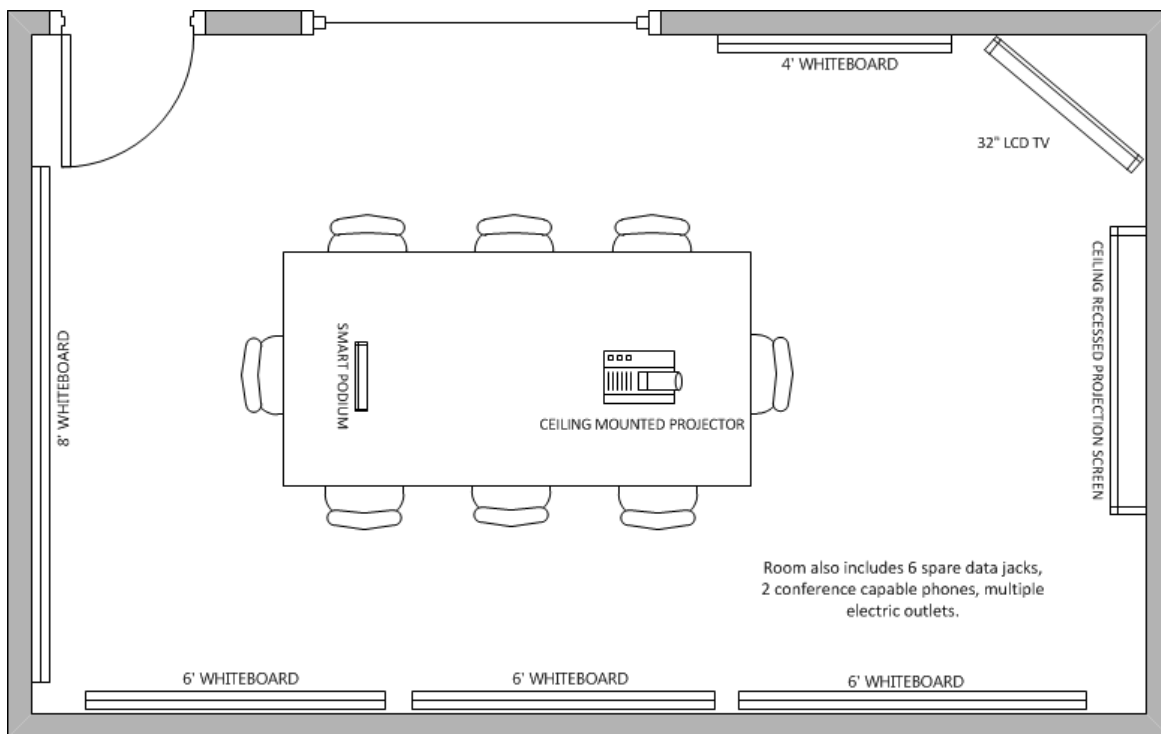
Gas Emergency Operations Center,
2nd Floor, Metrotech, NY

Syracuse Emergency Operations Center



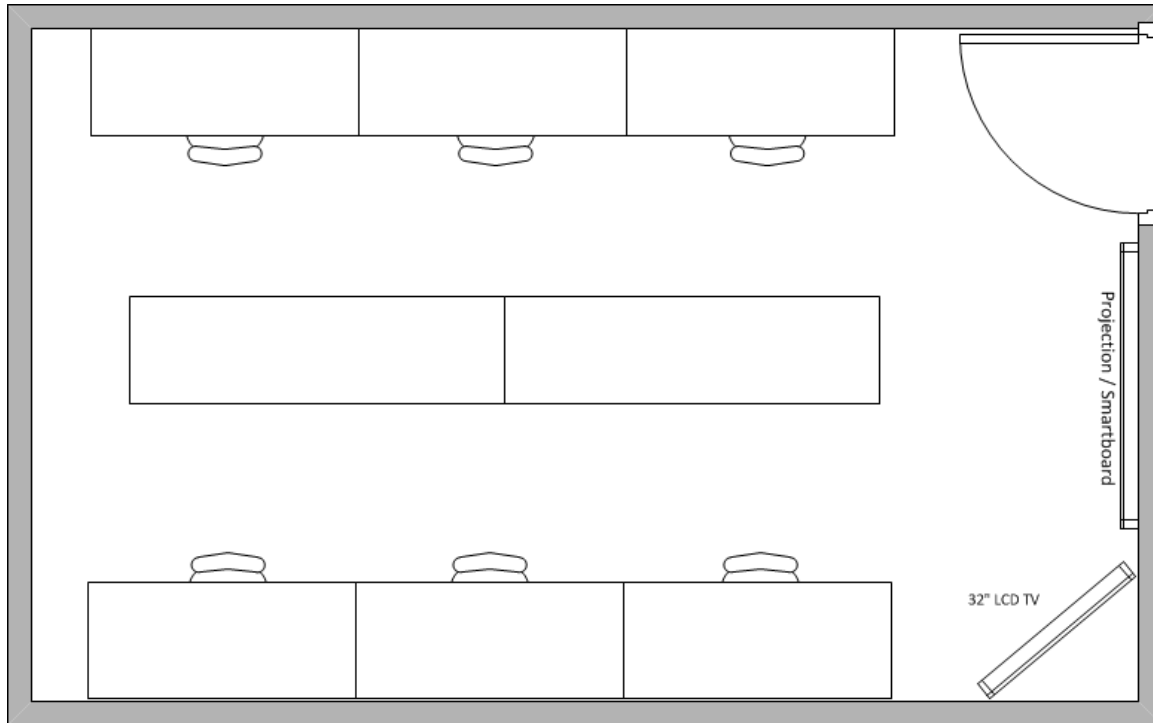
Syracuse Emergency Operations Center
Beacon North Facility, Room 126

Albany Emergency Operations Center



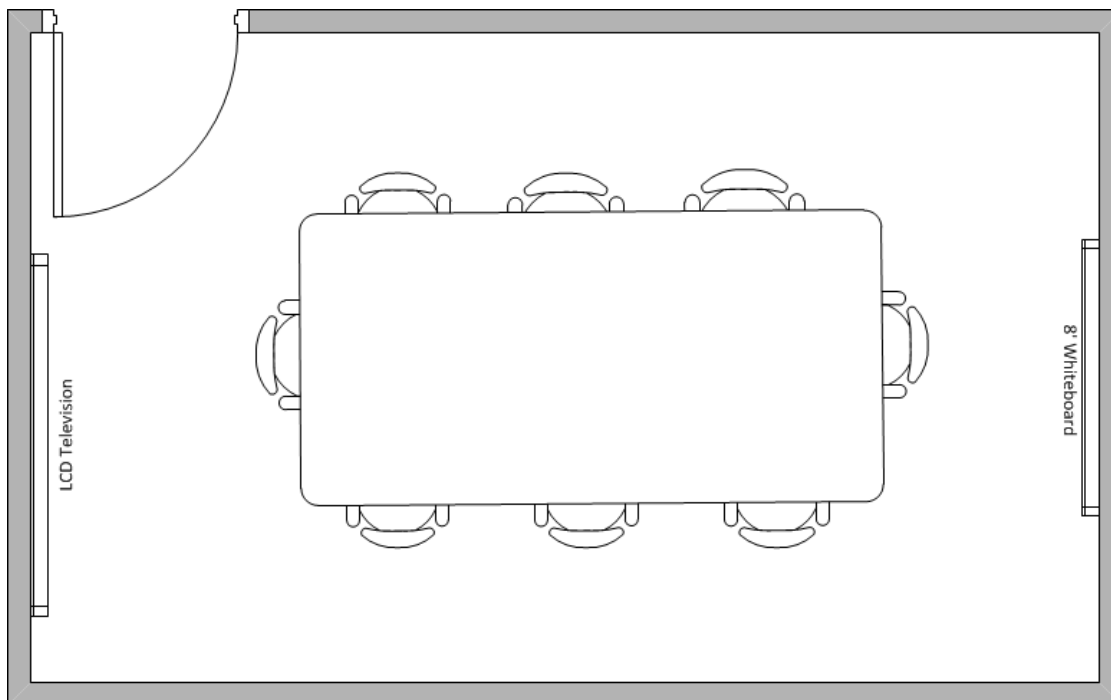
Albany Gas Emergency Operations Center, 2nd Floor, Room 231C

Albany CMS Operations Room



Albany Gas Emergency Operations Center,
CMS Operations, 2nd Floor, Room 231B

Albany Field Operations Room



Albany Gas Emergency Operations Center,
Field Operations Room, 2nd Floor, Room 224

During emergencies where On-Scene Command Centers are activated, the On-Scene Command Centers:

- Manage and repair activities,
- Excavate where necessary and isolate the system where needed,
- Manage damage assessment process,
- When possible, prioritize service restoration,
- Manage resources and data gathering associated with shut off and turn on activities,
- Support processes associated with ETR accuracy, and
- Support development of required outage and restoration reports.

The hours of operation and the Operational Period of the EOC will be based upon the circumstances associated with the severity of the emergency and the Operating Condition and Level.

Control Center and Dispatch and Scheduling Locations

The New York Dispatch and Scheduling Centers are in the Company's Syracuse, Metrotech, and Melville facilities and will be staffed 24 hours each day during all emergencies. The New York Gas Control Center is located at the Melville facility and will be staffed 24 hours each day during all emergencies. It is the Control Authority for the gas transmission and distribution systems during emergency and non-emergency periods.

Chapter 5: Restoration Prioritization



5. Restoration Prioritization

Introduction

This chapter contains a listing of the priority for addressing conditions or damage to components of the system to restore service. The Company's restoration policy seeks first to address dangerous situations. Different from the electric system, the system of gas piping within an affected area may not offer an opportunity to prioritize specific critical needs customers due to configuration constraints. When possible, the Gas Organization will fully consider options to provide prioritization or implement interim actions that temporarily provide gas to a customer categorized as "sensitive."

When implementing restoration prioritization activities, issues and decisions may be escalated through the System Level Plan in the following circumstances:

- When working across states or utility services (electric and gas).
- When directed by outside agencies (for example FEMA of Homeland Security).

5.1. Restoration Prioritization Summary

Prioritization of restoration will be considered when the area affected by a gas outage includes the following category of Sensitive Customers:

- Hospitals, Nursing Homes, Critical Care Facilities,
- Businesses (that need gas service to support daily operations).

Consideration should be given to the coordination with the Director of Customer and Community on the priority of sensitive customers prior to the completion of repairs. This can be accomplished through the implementation of bottled gas process based on the projected time to affect repairs and outage duration.

More significant measures may be implemented to restore large volume sensitive customers by temporarily re-sectioning the damaged section of main to allow for the reactivation of supply to the sensitive customer, other measures as necessary based on field conditions and determined by operations personnel on scene.

Processes

5.1 Restoration Prioritization Summary

Chapter 6: Resource Acquisition



6. Resource Acquisition

Introduction

The purpose of Resource Acquisition is to ensure that the Company identifies, acquires and apportions both internal and external Restoration and Support Resources across affected areas of the service territory necessary to support Emergency restoration efforts.

The acquisition and allocation of resources begins once the Emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP). When possible, the resource acquisition and allocation processes begin in the Pre-Event Stage of an emergency and continues through the Service Restoration Stage, as required. For emergency events that provide no prior warning, the acquisition and allocation of resources begins with the Incident Response Stage.

The processes and associated roles and interactions with the System Level Plan covered in this chapter can be seen in Figure 7, “Resource Acquisition High Level Overview,” on the next page.

When carrying out the acquisition of resources, issues and decisions may be escalated through the System Level Plan for the following processes:

- ▶ Acquisition of Internal Restoration Resources
- ▶ Acquisition of Utility Mutual Assistance Resources
- ▶ Acquisition of External Contractors

Processes

6.1 Acquisition of Internal Restoration Resources

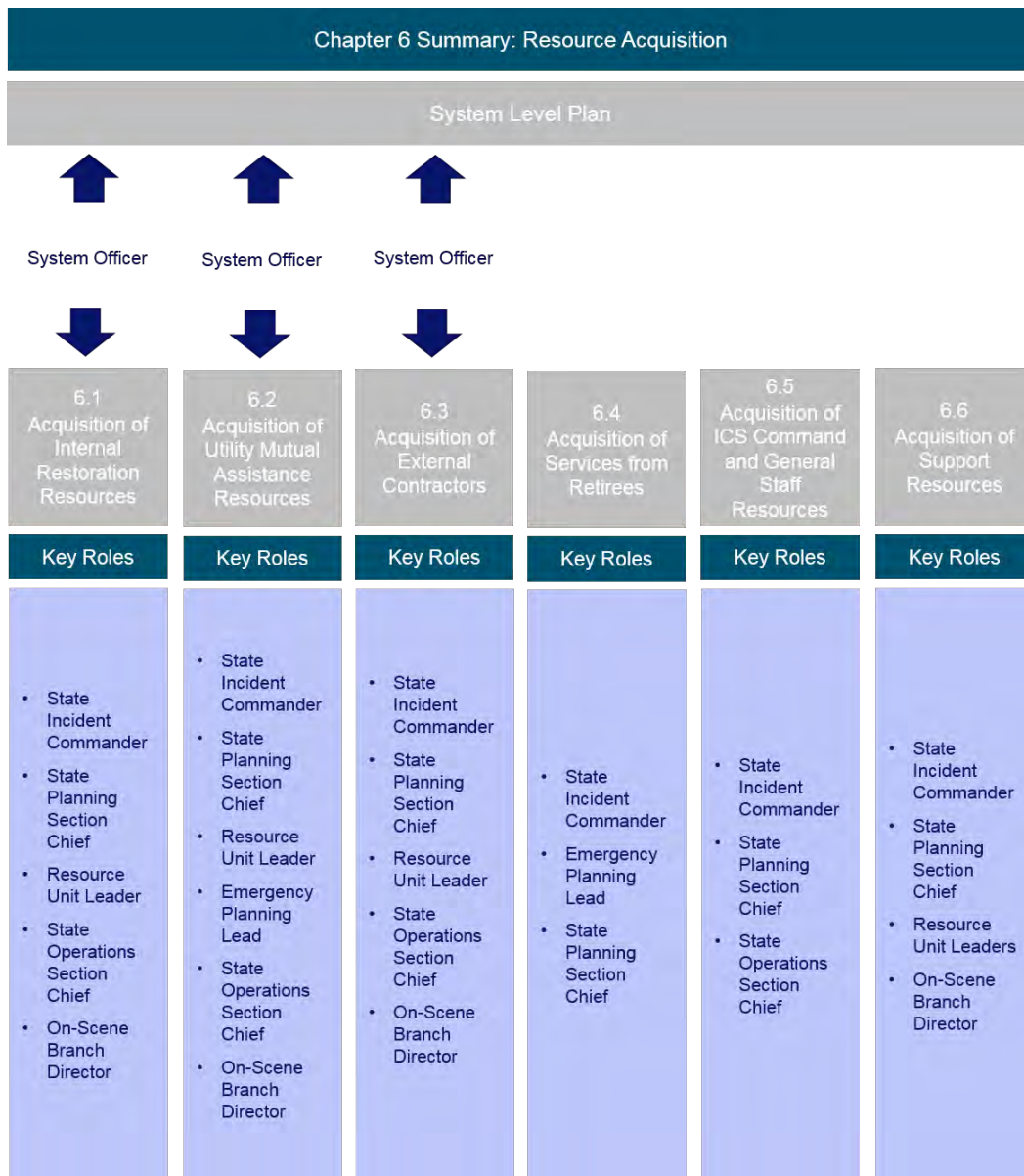
6.2 Acquisition of Utility Mutual Assistance Resources

6.3 Acquisition of External Contractors

6.4 Acquisition of Services from Retirees

6.5 Acquisition of ICS Command and General Staff Resources

6.6 Acquisition of Internal Support Resources



Resource Acquisition Overview

The acquisition and allocation of resources begins when possible during the Pre-Event Stage of an event and continues through the Service Restoration Stage. Throughout this time, the Incident Commander, in concert with the System Planning Officer, is responsible to develop the restoration strategy and its associated resource requirements. For regional events, the Planning Section Chief will hold this responsibility.

Due to every event's unique nature, subjective analysis as well as experience during similar events and knowledge of historical impacts that have occurred elsewhere in the country is

required to estimate resource, material and equipment requirements based on weather or other known hazard conditions.

For localized emergency events, resources will be sent to the emergency scene where their support will be coordinated by the waiting Section Deputy. For large scale emergencies, resources may be directed to an assembly location that will coordinate on-boarding activities.

For forecasted major events, the Company utilizes its pre-event checklist, and a series of event conference calls (found within the Hurricane, Tropical Storm and Flood Plan), to align and mobilize the organization into action. This alignment typically includes pre-positioning of resources which may come from an internal or external source so that they can be easily deployed to affected locations at the start of the Restoration Stage.

Part of National Grid's strategy is to acquire sufficient resources either as part of the preparation phase or start of the public safety phase. To ensure that this occurs, the Company has a portfolio of external resource options. Some examples of resource options include Northeast Gas Association, American Gas Association, use of Company resources from other regions, contractors, etc.

Throughout an event, as field conditions change and information about field conditions evolves, resources (internal, contractor, and mutual aid) may be redeployed to affected locations (work assignment areas) by the State Incident Commander based on input from the System Planning Officer and/or the State Planning Section Chief (dependent on event size and other critical considerations).

When the State Operations Section Chief determines that the resource needs cannot be met with resources allocated to the affected location, they will request appropriate additional resources from the State Incident Commander. The State Planning Section Chief will review all State Operations Section Chief resource requests and perform an assessment of available resources within the region. The State Planning Section Chief will make recommendations to the State Incident Commander regarding appropriate resource levels and allocation to affected locations. The State Incident Commander is responsible for allocation of resources to affected locations. Regarding the mobilization of forces within NYS in the Downstate New York – LI region, the Company has the capacity to mobilize approximately 120 gas service workers and 120 gas crews in response to an emergency within 24 hours. For the Downstate New York – NYC region, the Company has the capacity to mobilize approximately 310 gas service workers and 150 gas crews in response to an emergency within 24 hours. And in Upstate New York, the company has the capacity to mobilize approximately 177 gas service workers and 30 gas crews in response to an emergency within a 24-hour period. The number of gas service worker availabilities considers the need to maintain a portion of personnel separate from those available for emergency mobilization to perform other functions separate and apart from the affected area(s). This number may also vary slightly throughout the year based on vacations and personnel absences.

The Gas Mutual Assistance Policy will typically be implemented by the System Planning Officer at the direction of the System Incident Commander when the quantity of resources requested by the State Operations Section Chief is greater than the amount of Company resources available.

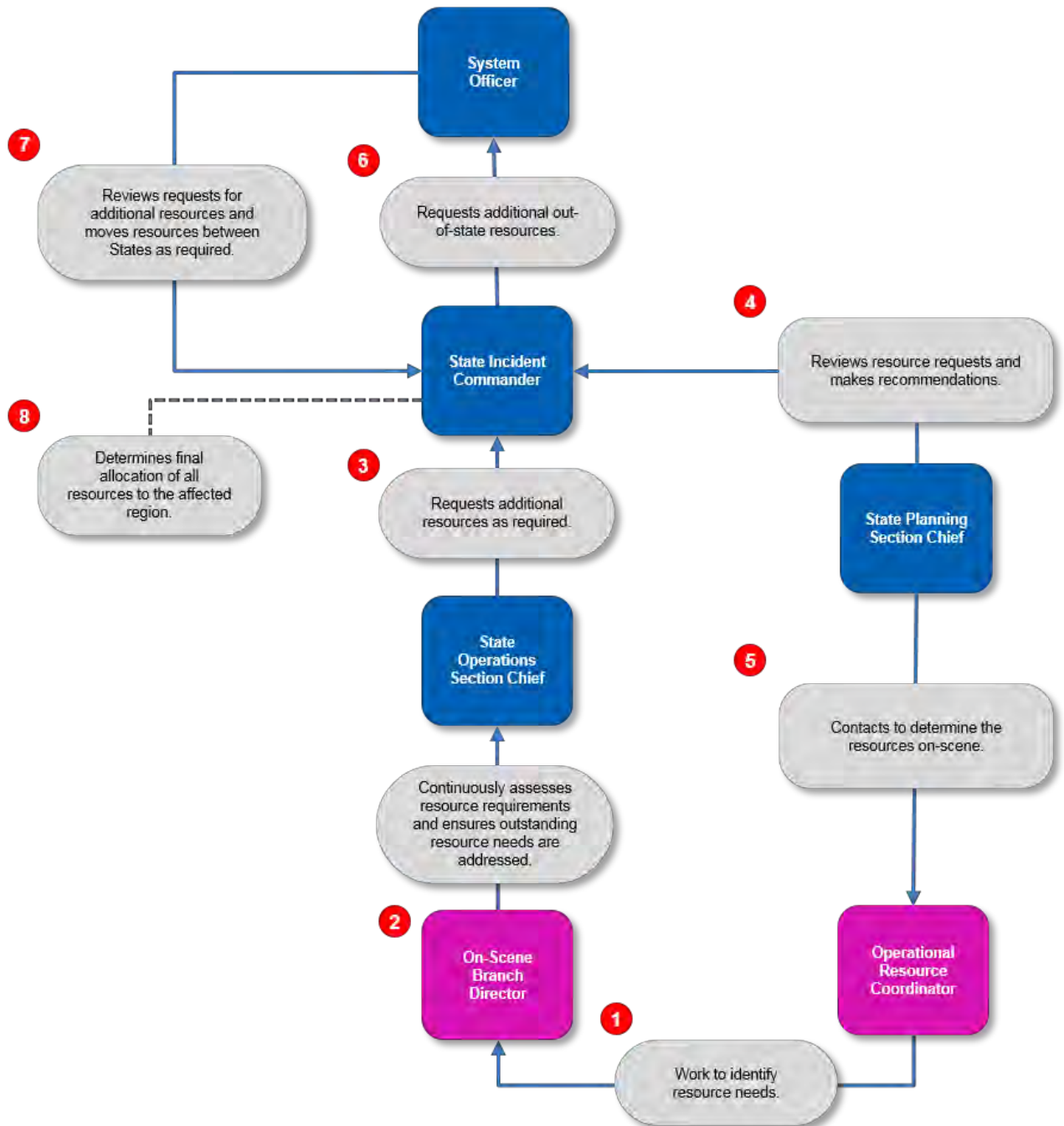
6.1. Acquisition of Internal Restoration Resources

The State Incident Commander can call upon crews located within unaffected parts of the state to provide supplemental emergency restoration services. Additionally, the State or System Incident Commander can leverage the size of the Company's response by calling upon other National Grid affiliated companies to move crews between states to provide supplemental emergency restoration services.

Requests for reallocating crews and CMS personnel are initiated by the State Operations Section Chief. The State Incident Commander makes the decision to reallocate crews within the downstate and upstate New York regions. If additional crews are required beyond those available from the affected New York region, the System Incident Commander can decide to reallocate crews from an unaffected New York region, Rhode Island or Massachusetts. Crew transfer sheets (an example is included in Chapter 32.2 as Exhibit A, Appendix A) will be utilized when Company crews are transferred out of their home territory and, if a significant number of crews are transferred, the crew supervisor will travel with the crews to the new affected location.

The determination of resource needs of affected locations expected to be impacted during an emergency commences during the Pre-Event Stage when an emergency is anticipated, and these needs are reviewed periodically during the Service Restoration Stage. See Figure 8, "Acquisition of Internal Restoration Resources Process Workflow" on the next page.

Acquisition of Internal Restoration Resources Process Workflow



Roles and Activities

6.1.1. System Officer

- 6.1.1.1. Reviews requests for additional resources from the State Incident Commander and works with the System Incident Commander to coordinate the movement of Company restoration resources between an unaffected part of New York, Rhode Island, and/or Massachusetts to respond to Emergencies.

6.1.2. State Incident Commander

- 6.1.2.1. Elevates requests for additional resources to the System Planning Officer if there are not enough Company restoration resources available in the affected New York region.

6.1.3. State Planning Section Chief

- 6.1.3.1. Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to field locations.
- 6.1.3.2. Contacts Resource Unit Leader and determines resources on-scene and requested (location/status) and then considers the need for resources in addition to those resources on-scene or requested.
- 6.1.3.3. Maintains a Personnel Resource Status Sheet and provides personnel resource updates to the State Incident Commander on a regular basis.
- 6.1.3.4. Ensures implementation of the National Grid Operator Qualification (OQ) Plan and requests assistance with defining personnel qualification requirements for Company restoration personnel.
- 6.1.3.5. Completes the Contact Information Form (an example of which is included in Chapter 32.2 Exhibit B, Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone.
- 6.1.3.6. Collects and manages all incident relevant operational data.

6.1.4. Operational Resource Coordinator

- 6.1.4.1. Works with the On-Scene Branch Director and/or the Section Deputy to determine the Gas Organization personnel needed to respond to the event.

- 6.1.4.2. Identifies the individual(s) at the scene, to whom Company personnel should report.

6.1.5. Resource Unit Leader

- 6.1.5.1. Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included in Chapter 32.2 Exhibit C, Appendix A of this ERP).

6.1.6. State Operations Section Chief

- 6.1.6.1. Gathers preliminary information from the on-scene responder and Gas Dispatch and Scheduling and determines resources required, i.e., Instrumentation & Regulation (I&R), Field Operations (I&R), Customer Meter Services (CMS).
- 6.1.6.2. Requests additional resources from the State Incident Commander if resource needs can't be met by resources allocated to the territory.
- 6.1.6.3. Directs all Gas Organization emergency response personnel check in with the Resources Unit Leader.

6.1.7. On-Scene Branch Director

- 6.1.7.1. Identifies and re-assess the resource requirements based on the situation and communicates with the external agency Incident Commander and coordinates any immediate necessary activities, when appropriate.
- 6.1.7.2. Assigns an individual to complete the Operational Planning Worksheet, an example of which is included in Chapter 32.2 Exhibit D, Appendix A of this ERP, with the resources required and the resources on hand and provides the information to the State Operations Section Chief so the remaining required resources are requested as soon as possible.

6.2. Acquisition of Utility Mutual Assistance Resources

The Company is a member of the Northeast Gas Association (NGA), which facilitates the sharing of crews between member utilities during emergencies. In cases where there are not enough resources available from within NGA, NGA will request additional resources from other Regional Mutual Assistance Groups (RMAGS). A listing of NGA member utilities can be found in Chapter 32.2, Exhibit E to this chapter, which is included in Appendix A of this ERP.

The Emergency Planning Lead will initiate a Request for Assistance through the NGA to obtain mutual assistance from member utilities through the NGA as requested by the System Planning

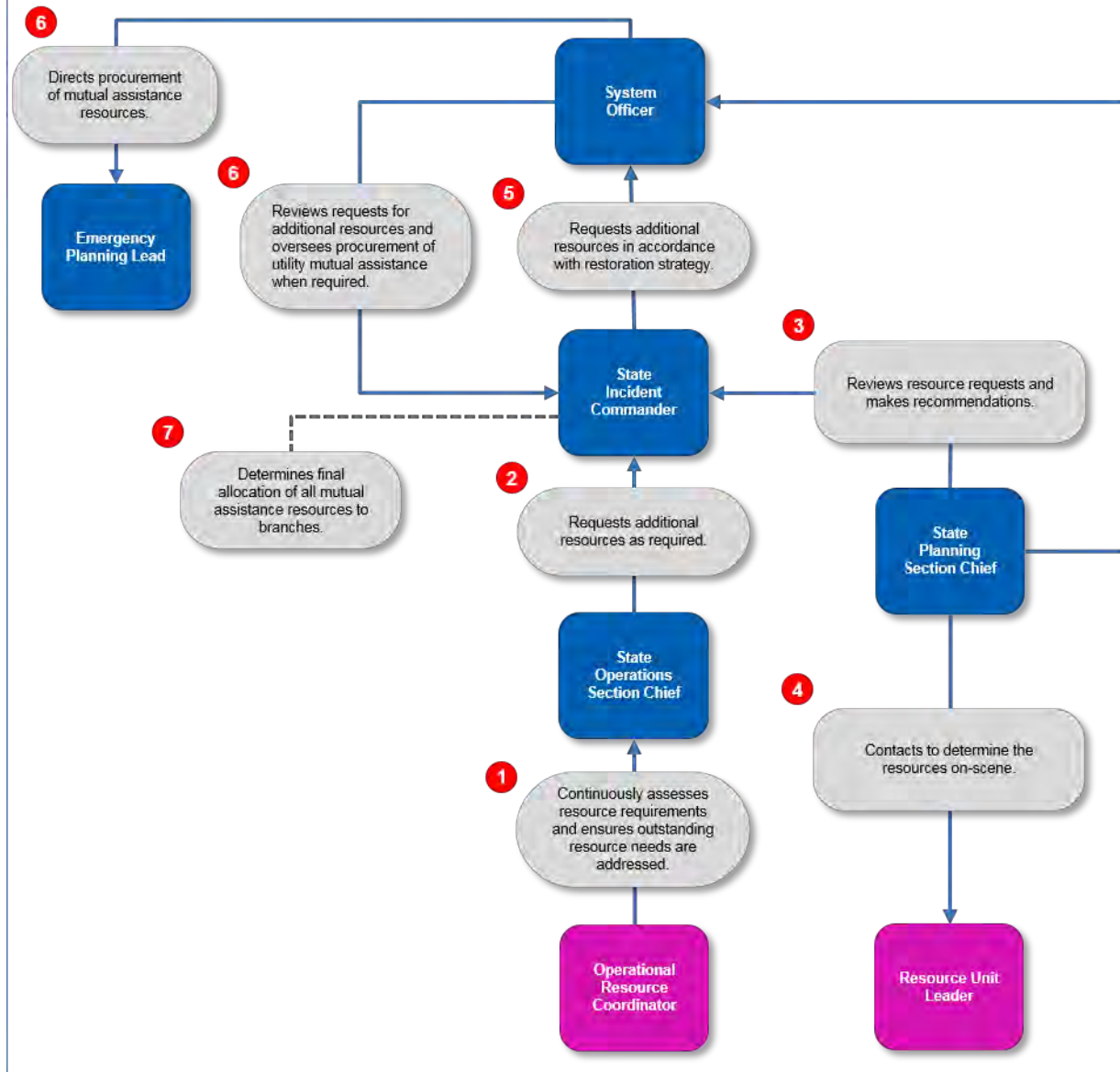
Officer. Exhibits E through L to this chapter (which are included in Chapter 32.2 as Appendix A) contain an overview of the information that should be supplied to responding utilities when the request for mutual assistance is made.

As a member of the NGA, the Company adheres to the Northeast Gas Association Operations Emergency Mutual Assistance Plan. See Figure 9, “Resource Acquisition of Utility Mutual Assistance Resources Process Workflow” on next page.

As mutual assistance from other utilities is requested, the following information should be tracked and/or communicated to the utility from which resources are being requested:

- Request at least one supervisor for every ten responders,
- Keep detailed records of their activities and work locations,
- Company escorts/supervisors should have cellular phones and should call in periodically for messages, and
- The hotel they are staying at should be noted so that they may be contacted if necessary.

Acquisition of Utility Mutual Assistance Resources Process Workflow



Roles and Activities

6.2.1. System Officer

- 6.2.1.1. Coordinates with State Incident Commanders to review the status of their requests for additional CMS, Field Operations or Construction resources

as needed in order to support restoration efforts during a System Level Emergency.

- 6.2.1.2. Oversees procurement of utility mutual assistance.

6.2.2. State Incident Commander

- 6.2.2.1. Works with System Planning Officer to develop restoration strategy and associated resource requirements during a System Level Emergency.
- 6.2.2.2. Elevates requests for resources to System Planning Officer who will then work to procure mutual assistance resources as needed.
- 6.2.2.3. Allocates mutual assistance resources to affected damage locations.

6.2.3. State Planning Section Chief

- 6.2.3.1. Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the State and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to the affected locations.
- 6.2.3.2. Contacts Resource Unit Leader and determines resources on-scene and requested (location/status) and then considers the need for resources in addition to those on-scene or requested.
- 6.2.3.3. Escalates information called for in Exhibit F Ch. 32.2, "Information Supplied to US Utilities by Party Seeking Assistance," to the System Planning Officer so the Emergency Planning Lead can provide it to the utility providing mutual assistance.
- 6.2.3.4. Completes the Contact Information Form (an example of which is included in Exhibit B Ch. 32.2 Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone numbers
- 6.2.3.5. Activates use of the Foreign Crew Tracking Excel file as utility mutual assistance resources are acquired.
- 6.2.3.6. Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.

6.2.4. Resource Unit Leader

- 6.2.4.1. Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an

example of which is included in Chapter 32.2 Exhibit C, Appendix A of this ERP.

6.2.5. Emergency Planning Lead

- 6.2.5.1. Procures utility mutual assistance resources as directed by the System Planning Officer.
- 6.2.5.2. Obtains information about the type of assistance that responding utilities will send, such as:
 - Number and capability of crews (by utility),
 - Type of equipment and material (truck, lighting, etc.), and
 - Estimated time of arrival on Company property.

6.2.6. State Operations Section Chief

- 6.2.6.1. Gathers preliminary information from the on-scene responder and Gas Dispatch and Scheduling and determines the resources required, i.e., Instrumentation & Regulation (I&R), Field Operations (FO), Customer Meter Services (CMS).
- 6.2.6.2. Requests additional resources from the State Incident Commander if resource needs can't be met by resources already on-scene.

6.2.7. Operational Resource Coordinator

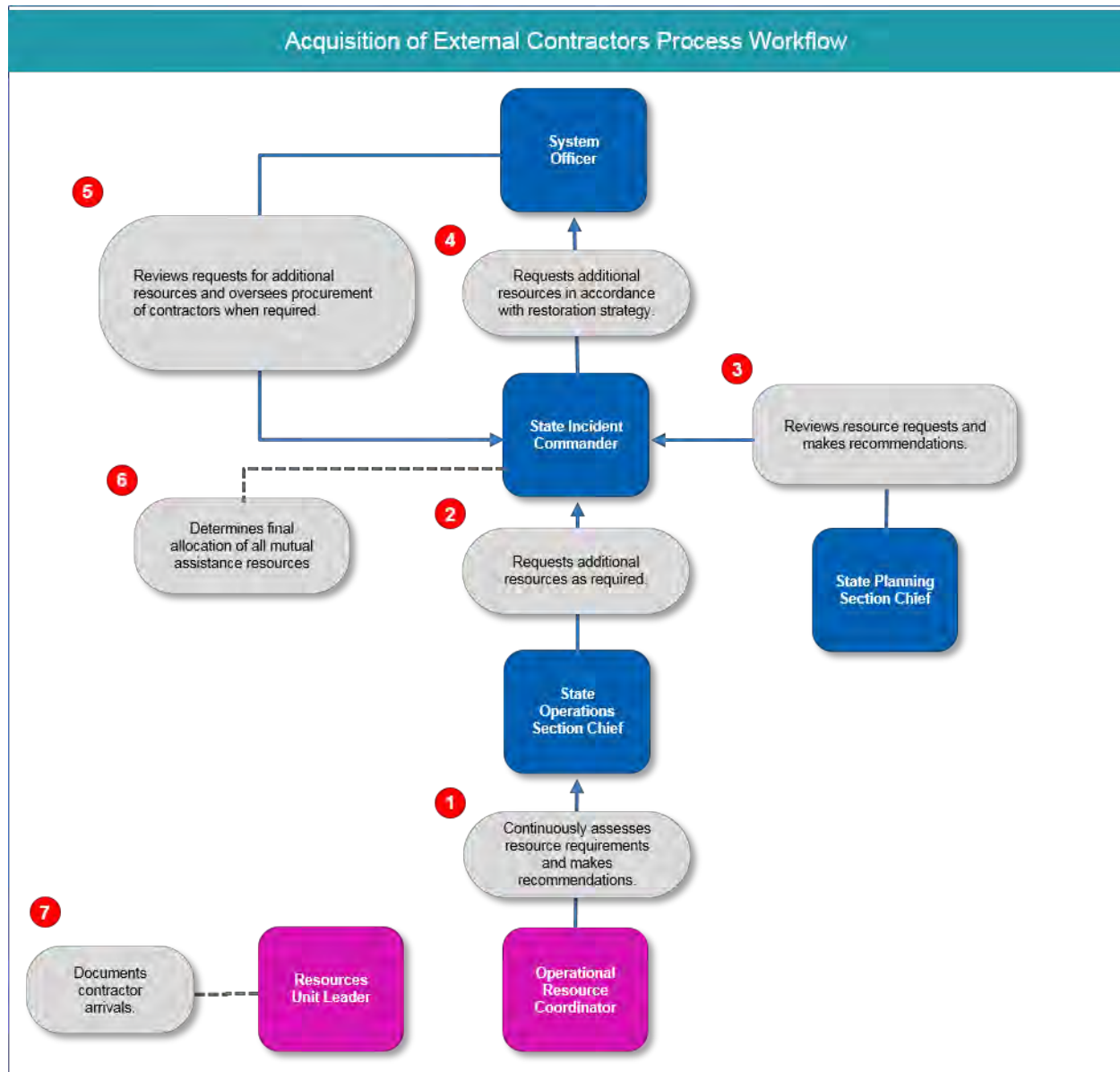
- 6.2.7.1. Performs a situational assessment and makes resource recommendations to the State Operations Section Chief.

6.3. Acquisition of External Contractors

The Company maintains contact information for a portfolio of contractors. The System Planning Officer will report back to the State Incident Commander with contractor responses and provide the appropriate crew rosters upon notification. The State Incident Commander will provide the System Planning Officer with assignment locations, contact names and phone numbers which will be used to direct the contract personnel. The System Planning Officer's team will provide the appropriate information to the responding contractor company. Upon arrival, contractor resources are on-boarded and directed by the appropriate leadership until demobilized. Refer to Figure 10, "Acquisition of External Contractors Process Workflow" on the next page.

Contractor crew transfer between New England and New York will be completed through the System Planning Officer at the direction of the respective State Incident Commander(s). There

will be no contract crew exchanges directly between the New England and New York - Jurisdictions; this must be completed through the System Planning Officer in the EOCs. Contract crews in New York will not be released without the consent of the State Incident Commander or their designee.



Roles and Activities

6.3.1. System Officer

- 6.3.1.1. Oversees procurement of external contractors.

- 6.3.1.2. Reports back to the State Incident Commander and/or State Operations Section Chief with contractor company response and provides the appropriate crew rosters upon notification.

6.3.2. State Incident Commander

- 6.3.2.1. Works with System Planning Officer to develop restoration strategy and associated resource requirements.
- 6.3.2.2. Elevates requests for resources to System Planning Officer who will then work to procure contractors as needed.
- 6.3.2.3. Allocates contractors to affected locations.

6.3.3. State Planning Section Chief

- 6.3.3.1. Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to affected locations.
- 6.3.3.2. Completes the Contact Information Form (an example of which is included as Exhibit B Chapter 32, Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone numbers, if applicable.
- 6.3.3.3. Activates use of the Foreign Crew Tracking Excel file as contractor resources are acquired.
- 6.3.3.4. Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.

6.3.4. Resource Unit Leader

- 6.3.4.1. Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included as Exhibit C Chapter 32, Appendix A of this ERP).

6.3.5. State Operations Section Chief

- 6.3.5.1. Gathers preliminary information from the on-scene responder and Gas Dispatch and Scheduling and determines resources required, i.e., Instrumentation & Regulation (I&R), Field Operations (FO), Customer Meter Services (CMS).

- 6.3.5.2. Requests additional resources from the State Incident Commander If resource needs can't be met by resources allocated to the affected location.

6.3.6. Operational Resource Coordinator

- 6.3.6.1. Performs a situational assessment of the resource needs and makes resource recommendations to the State Operations Section Chief.

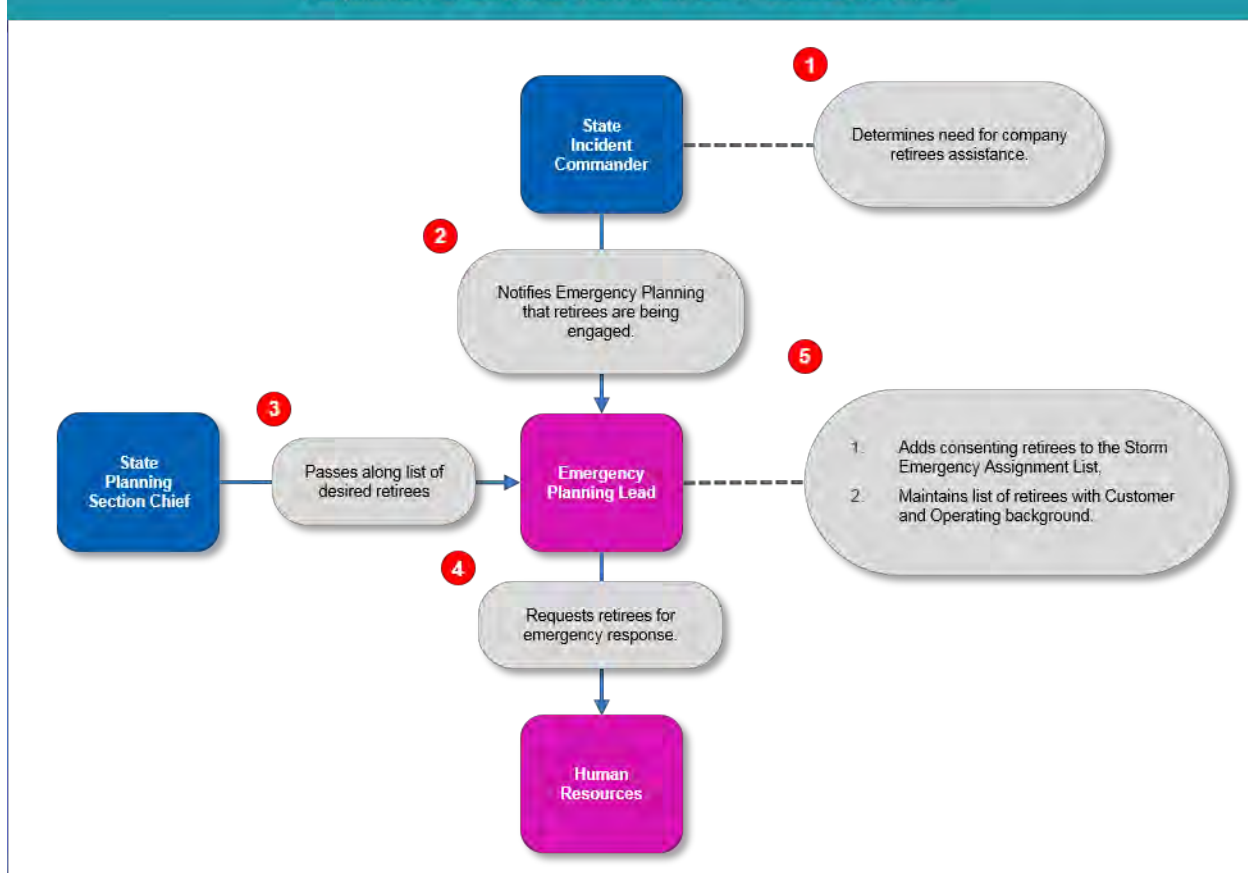
6.4. Acquisition of Services from Retirees

In instances when the knowledge and skills of retirees are necessary to provide restoration support, they will be hired as contractors via a third party.

When the State Incident Commander determines a need for retiree assistance, they will contact both Emergency Planning and the State Planning Section Chief in advance of retaining retirees to discuss their specific requirements. Refer to Figure 11, "Acquisition of Services from Retirees Process Workflow" below.

Emergency Planning in coordination with the State Planning Section Chief will utilize the Human Resources Department for assistance in contacting retirees and handling the administrative details of their employment arrangements.

Acquisition of Services from Retirees Process Workflow



Roles and Activities

6.4.1. State Incident Commander

- 6.4.1.1. Determines need for company retirees' assistance.
- 6.4.1.2. Notifies Emergency Planning that retirees are being engaged.

6.4.2. Emergency Planning Lead

- 6.4.2.1. Requests Human Resource contact retirees and handle the administrative details of their employment arrangements.
- 6.4.2.2. Adds consenting retirees to Storm Emergency Assignment Listing (SEAL) designating their availability and willingness to be of service during emergencies.
- 6.4.2.3. Maintains list of retirees with Customer and Operating background who could be assigned during an emergency.

6.4.3. State Planning Section Chief

- 6.4.3.1. Identifies retirees to fill required positions.
- 6.4.3.2. Passes along list of desired retirees to Emergency Planning.
- 6.4.3.1. Completes the Contact Information Form (an example of which is included in Chapter 32, Exhibit B Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone numbers.

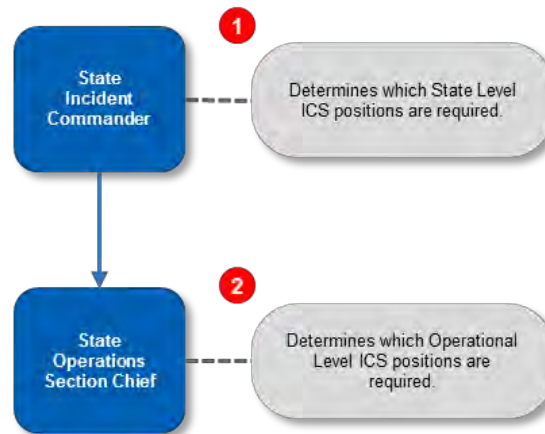
6.5. Acquisition of ICS Command and General Staff Resources

The State Incident Commander determines which State Level ICS positions are required to respond to an emergency and identifies the functions they would like to activate at the Operational Level and the State Operations Section Chief determines the ICS positions required to support these functions. The ICS positions activated can vary emergency to emergency and can change over the duration of one emergency based on system conditions and response needs. It is the responsibility of the State Incident Commander and State Operations Section Chief to make the ERO aware that they are directing restoration efforts at the State and Operational Levels.

Once personnel are activated to fill ICS roles in the emergency ERO and they have reported for duty, they should check in with the State Incident Commander or State Operations Section Chief, as appropriate, to inform them that they have assumed the position.

When it is necessary to transfer responsibilities from an outgoing to an incoming ICS Command or General Staff resource, such as during a shift change, the outgoing resource will provide a situational awareness briefing to the incoming resource. Refer to Figure 12, “Acquisition of Command and Staff ICS Resources Process Workflow” on the next page.

Acquisition of Command and Staff ICS Resources Process Workflow



Roles and Activities

6.5.1. State Incident Commander

- 6.5.1.1. Determines which State Level ICS positions are required to respond to an emergency.

6.5.2. State Planning Section Chief

- 6.5.2.1. Completes the Contact Information Form (an example of which is included in Chapter 32, Exhibit B, Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone numbers.

6.5.3. State Operations Section Chief

- 6.5.3.1. Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.

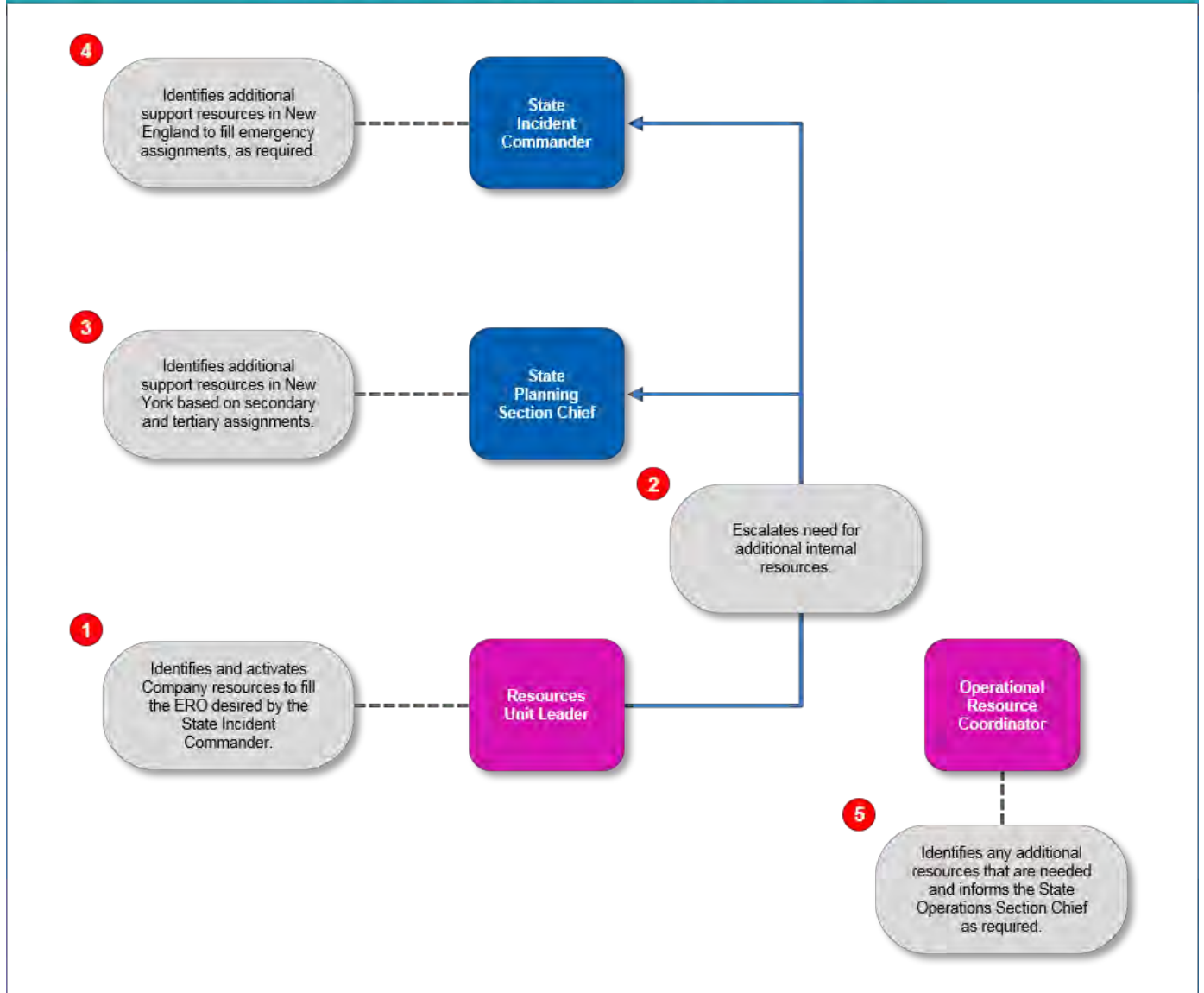
6.6. Acquisition of Internal Support Resources

Following the confirmation of the ERO that will be activated by the State Incident Commander (which is covered in Chapter 4.2); Resource Unit Leader within the Company will determine the staffing level required of the ERO. The Resource Unit Leader will identify personnel available to fill emergency roles within the ERO and reach out to confirm their availability. Any Company personnel could serve in support roles during an emergency response based on their

qualifications. Refer to Figure 13, “Acquisition of Internal Support Resources Process Workflow” on the next page.

If additional resources are required to staff the ERO beyond those already identified, the Resource Unit Leader will work with the State Planning Section Chief to identify additional Company personnel in New York to fill a role. The Resource Unit Leader will work with the State Incident Commander to identify Company personnel in unaffected New York regions, Rhode Island, and Massachusetts available to fill support roles that were not filled with available Company resources in an affected New York region. If additional support resources are required after considering Company personnel in other Company regions, the State Incident Commander will work with the Company’s procurement and mutual assistance groups to fill these roles.

Acquisition of Internal Support Resources Process Workflow



Role and Activity

6.6.1. State Incident Commander

- 6.6.1.1.** Identifies additional support resources in Rhode Island and Massachusetts to fill emergency assignments not filled with available Company resources in New York, as required.

- 6.6.1.2. Coordinates with the appropriate parties to fill any remaining emergency assignments, as required.

6.6.2. State Planning Section Chief

- 6.6.2.1. Identifies additional support resources based on secondary and tertiary emergency response assignments in New York to fill emergency assignments, as required.
- 6.6.2.2. Completes the Contact Information Form by entering information for all personnel involved with the Emergency Organization including cell phone numbers. An example of this form is included in Chapter 32, Exhibit B, Appendix A of this ERP.

6.6.3. Resource Unit Leader

- 6.6.3.1. Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.
- 6.6.3.2. Provides State Planning Section Chief updates on requirements for additional support resources.

6.6.4. Operational Resource Coordinator

- 6.6.4.1. Identifies any additional resources that are needed in order to meet objectives and informs the State Operations Section Chief of the need to obtain the services of these individuals.
- 6.6.4.2. Works with the State Planning Section Chief to identify additional resources in New York to fill support roles not filled after consulting personnel already assigned.
- 6.6.4.3. Works with the State Incident Commander to identify resources in New York to fill support roles not filled after consulting personnel already assigned and the State Planning Section Chief.

Chapter 7: Coordinate Support Logistics



7. Coordinate Support Logistics

Introduction

Well-coordinated logistical support maximizes the time that crews spend working and enables safe and timely service restoration. This chapter describes the process by which the Company coordinates support logistics during an Emergency.

The processes and activities in this chapter are kicked off once the emergency has been classified and the ERO has been activated (as covered in Chapter 4 of this ERP) and the type and number of resources required to address the Emergency have been estimated (as covered in Chapter 6 of this ERP). As the Emergency evolves, the processes described in the chapter are revisited to ensure the logistical needs of the ERO are met to promote an efficient emergency response.

The processes, associated roles and interactions with the System Level Plan covered in this chapter can be seen in Figure 14 below, “Coordinate Support Logistics High Level Overview.”



Processes

7.1 Materials Coordination and Management

7.2 Fleet Coordination and Management

7.3 Staging Site Coordination and Management

7.4 Facilities Coordination and Management

7.5 Communication Device Coordination and Management

When carrying out logistics support activities, issues and decisions may be escalated through the System Level ICS for the Fleet Coordination and Management process.

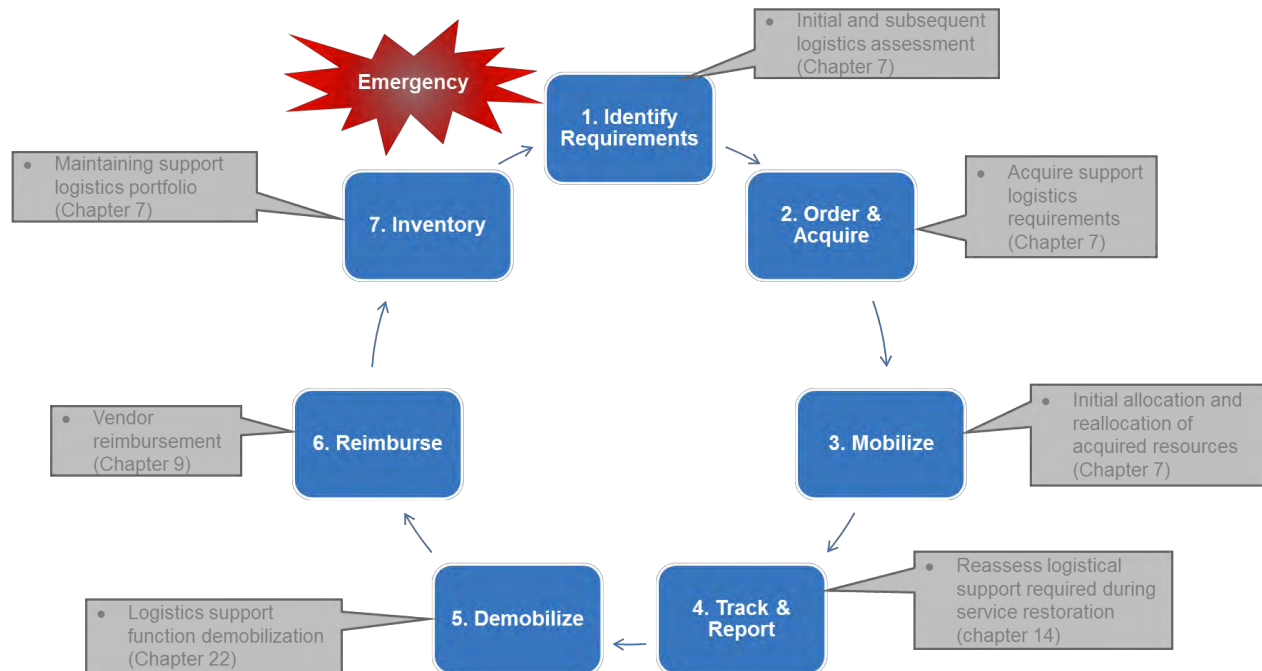
During an Emergency that does not trigger the activation of the System Level ICS the State Logistics Section Chief activates and oversees the Materials, Fleet and Staging Site Units and the State Finance Officer administers all financial matters pertaining to logistics vendor contracts.

Coordinate Support Logistics Overview

The coordination of support logistics is primarily the responsibility of the State Logistics Section Chief and covers the provision of materials, fleet and communication needs, establishing of staging sites, preparing facilities, and utilizing the mobile On-Scene Command Center while responding to an Emergency. To facilitate this, either the System Logistics Officer or State Logistics Section Chief activates the Logistics Support Center or, alternatively, sets up an adequate workspace for the logistics support units within or near the State EOC.

During a State Level Emergency, the State Logistics Section Chief is responsible for developing applicable portions of the response or mitigation plan(s) and reviewing proposed tactics for the next Operational Period or periods at planning meetings. Additionally, On-Scene Branch Director tracks the Emergency expansion or contraction due to changes in conditions and communicates the size and complexity of the emergency, emergency objectives, emergency activities and current situation, crew movement, and special logistics concerns to the State Operations Section Chief to keep them informed about the Company's logistics requirements.

Refer to Figure 15, "Support Logistics Management Lifecycle" shown on the next page, provides an overview of the Company's resource management in response to an emergency. The various components of this approach are contained in the chapters identified in the graphic.



The process overviews contained in this chapter include the identification of roles and activities specific to the individual processes.

7.1. Materials Coordination and Management

In anticipation of a possible Emergency, the Materials Lead will review the existing inventory, identify additional supply and equipment needs, and notify the Materials Unit to prepare for those needs. Whenever additional quantities of materials are required for restoration efforts, material management personnel should be called in to operate storerooms. Emergencies of long duration may require 24-hour support operations. A Warehouse Material Coordinator can be dispatched to assist, when necessary, at crew locations.

When material is in short supply, the Materials Unit will provide Corporate Procurement with additional requirements. Supplier emergency phone numbers are maintained by Corporate Procurement and emergency purchase orders will be issued to suppliers and other utilities.

The Supply Unit Leader will communicate the material needs on behalf of field personnel as the emergency progresses.

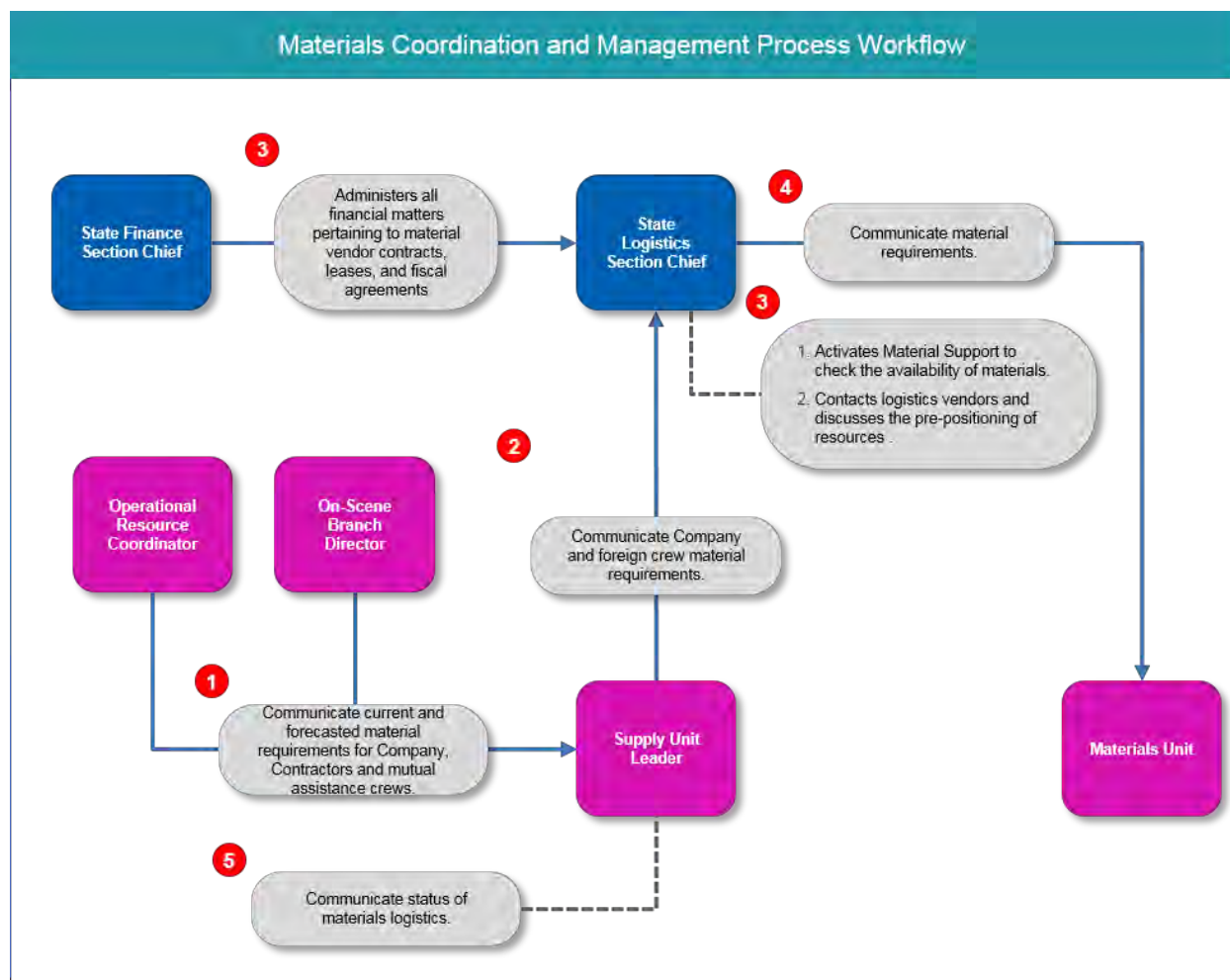
Figure 16, on the next page outlines the “Materials Coordination and Management Process Workflow.”

Tractor trailers, stake trucks, or pickup trucks can be used to transport quantities of materials from local and other storerooms to affected regions. Traveling stores trucks can also be set up at any location as an emergency storeroom.

Additional marshaling yards and staging sites can be established as necessary. Staging sites will be mobilized, operated, and demobilized upon the request of the State Incident Commander. During the demobilization, the site will be cleaned, unused materials will be returned to Inventory, and take down and scrap material will be disposed per normal operation procedures. Vehicles should be restocked while the crews are on rest time at their rest locations.

When utility mutual assistance crews arrive, they will receive material from the Resources Unit Leader.

Material Management will maintain an emergency equipment listing. A review of this listing along with possible revisions will be made annually. A listing of manufacturers used during emergency events located in Exhibit A, Ch. 32.3.



Roles and Activities

7.1.1. Operational Resource Coordinator

- 7.1.1.1. Communicates materials needs (e.g. materials) of utility mutual assistance crews to the State Logistics Section Chief.

7.1.2. State Logistics Section Chief

- 7.1.2.1. Activates Materials Support to check the availability of materials in the field and arranges for delivery of materials and/or items at deficient levels when the System Level is not activated.
- 7.1.2.2. If necessary, contacts logistics vendors and discusses the pre-positioning of resources depending on the anticipated impact of the emergency.
- 7.1.2.3. Establishes contact with the Resources Unit Leader and Supply Unit Leader to serve as the single point of contact for material and supply requirements during an emergency.

7.1.3. State Finance Section Chief

- 7.1.3.1. Administers all financial matters pertaining to material vendor contracts, leases, and fiscal agreements.

7.1.4. On-Scene Branch Director

- 7.1.4.1. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted material requirements.

7.1.5. Supply Unit Leader

- 7.1.5.1. Meets with the On-Scene Branch Director and Operational Resource Coordinator periodically to understand their current and forecasted material requirements and communicate these to the Material Lead.
- 7.1.5.2. Communicates status of material logistics to the On-Scene Branch Director and Operational Resource Coordinator
- 7.1.5.3. Places generators in strategic locations, if necessary.
- 7.1.5.4. Serves as the single point of contact for communicating material needs.

7.2. Fleet Coordination and Management

In anticipation of a possible Emergency, the Fleet Lead will review the existing inventory, identify additional fleet needs, and notify the staff to prepare for those needs.

The Fleet Lead will provide consultation to ensure that the age, type, and condition of any vehicles and equipment being mobilized are appropriate for the length and duration of the trip.

Rental of Equipment

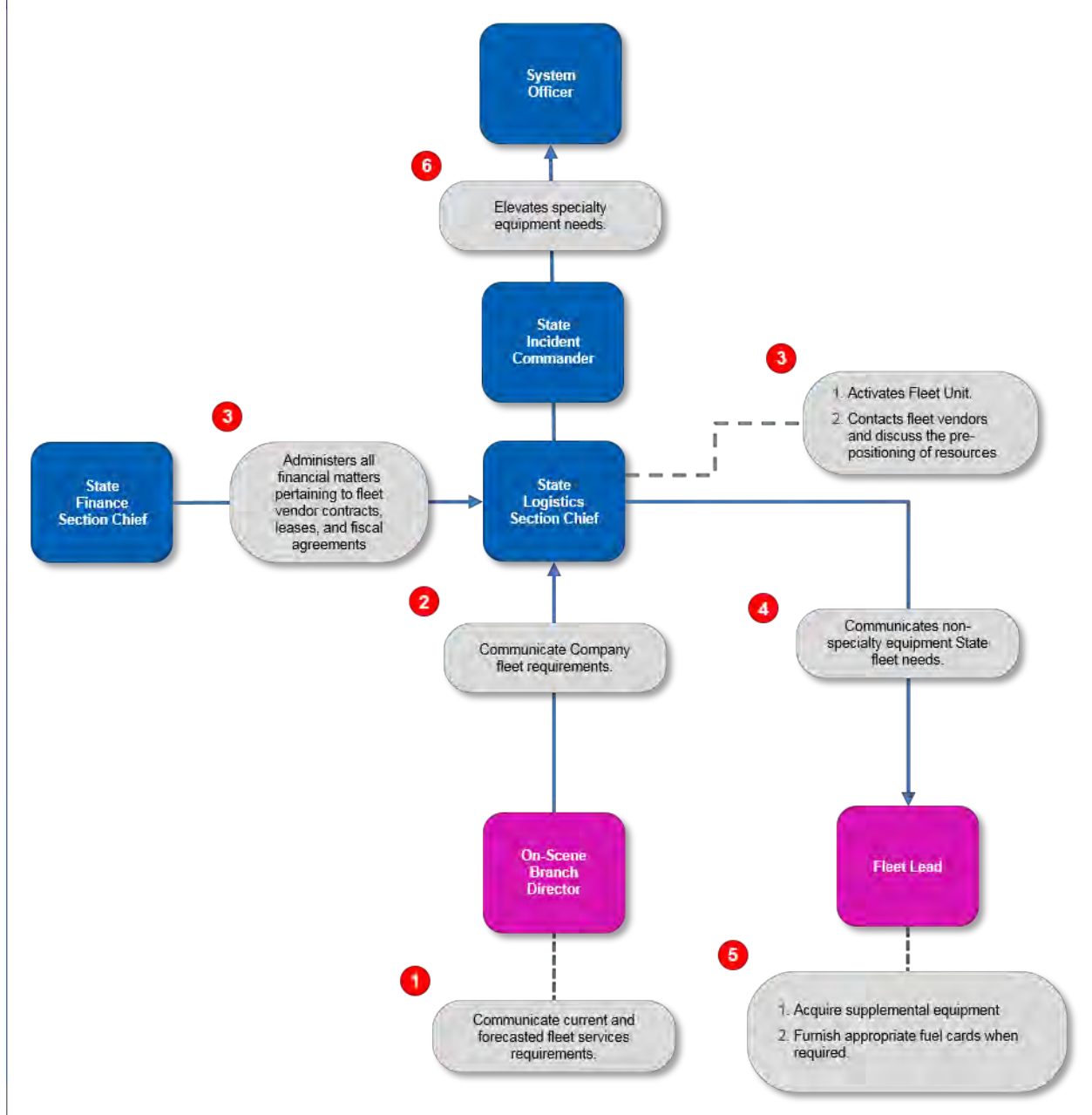
When supplemental equipment is needed, the State Logistics Section Chief will contact the Fleet Lead. They will then seek available equipment using the following order of precedence:

- Availability within the Company's Long Island and New York City fleet,
- Availability within the Company's New England fleet,
- Availability from the Company's Upstate New York fleets, and
- Equipment obtained from other sources.

The goal of Fleet Services/Procurement is to obtain the necessary equipment when it is needed at the lowest cost.

If a full on-scene ERO is required, the On-Scene Branch Director should call for the Mobile Command Center or make other arrangements for a command center in anticipation of more personnel. Refer to Figure 17, "Fleet Coordination and Management Process Workflow" on the next page.

Fleet Coordination and Management Process Workflow



Roles and Activities

7.2.1. System Officer

- 7.2.1.1. Reviews and passes along the specialty equipment requests of the State Incident Commander during a System Level Emergency.

7.2.2. State Incident Commander

- 7.2.2.1. Elevates specialty equipment needs during a System Level Emergency.

7.2.3. State Logistics Section Chief

- 7.2.3.1. Activates the Fleet Lead when the System Level is not activated to assess fleet inventory, releasing vehicles from maintenance if appropriate and arranging for additional vehicles and special equipment, if necessary.
- 7.2.3.2. If necessary, contacts fleet vendors and discuss the early securing of resources depending on the anticipated impact of the emergency.
- 7.2.3.3. Establishes contact with the Supply Unit Leader to serve as the single point of contact for the Fleet Unit and rental vehicles.

7.2.4. Fleet Lead

- 7.2.4.1. Acquires supplemental equipment based on the following order: 1) availability within the Company's New England fleet; 2) availability from the Company's Long Island and New York fleets; and 3) obtaining equipment from other sources. Note that obtaining supplemental equipment from the Company's Long Island and New York fleets and from other sources is overseen at the System Level.
- 7.2.4.2. Furnishes appropriate fuel cards when required.

7.2.5. State Finance Section Chief

- 7.2.5.1. Administers all financial matters pertaining to fleet vendor contracts, leases, and fiscal agreements.

7.2.6. On-Scene Branch Director

- 7.2.6.1. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted fleet support requirements.

7.2.7. Supply Unit Leader

- 7.2.7.1. Meets with the On-Scene Branch Director periodically to understand their current and forecasted fleet support requirements and communicate these requirements to the Fleet Lead.
- 7.2.7.2. Communicates status of fleet logistics to the On-Scene Branch Director.

7.3. Staging Site Coordination and Management

The Staging Site Lead is responsible for implementing items within this section of the plan. The support staff for the staging sites is activated based upon the type of the staging site requested. Refer to Figure 18, “Staging Site Coordination and Management Process Workflow” on page 78.

A staging site is strategically located near or just outside an area with physical or environmental damage caused by natural or manmade Emergencies. Its purpose is to provide a work platform where resources required to restore service can be marshaled and re-supplied and, in the event the emergency response is sufficiently large, to provide meals and lodging. The idea is to locate staging sites relatively close to the site of the Emergency but far enough away from it to provide respite for those responding to the emergency.

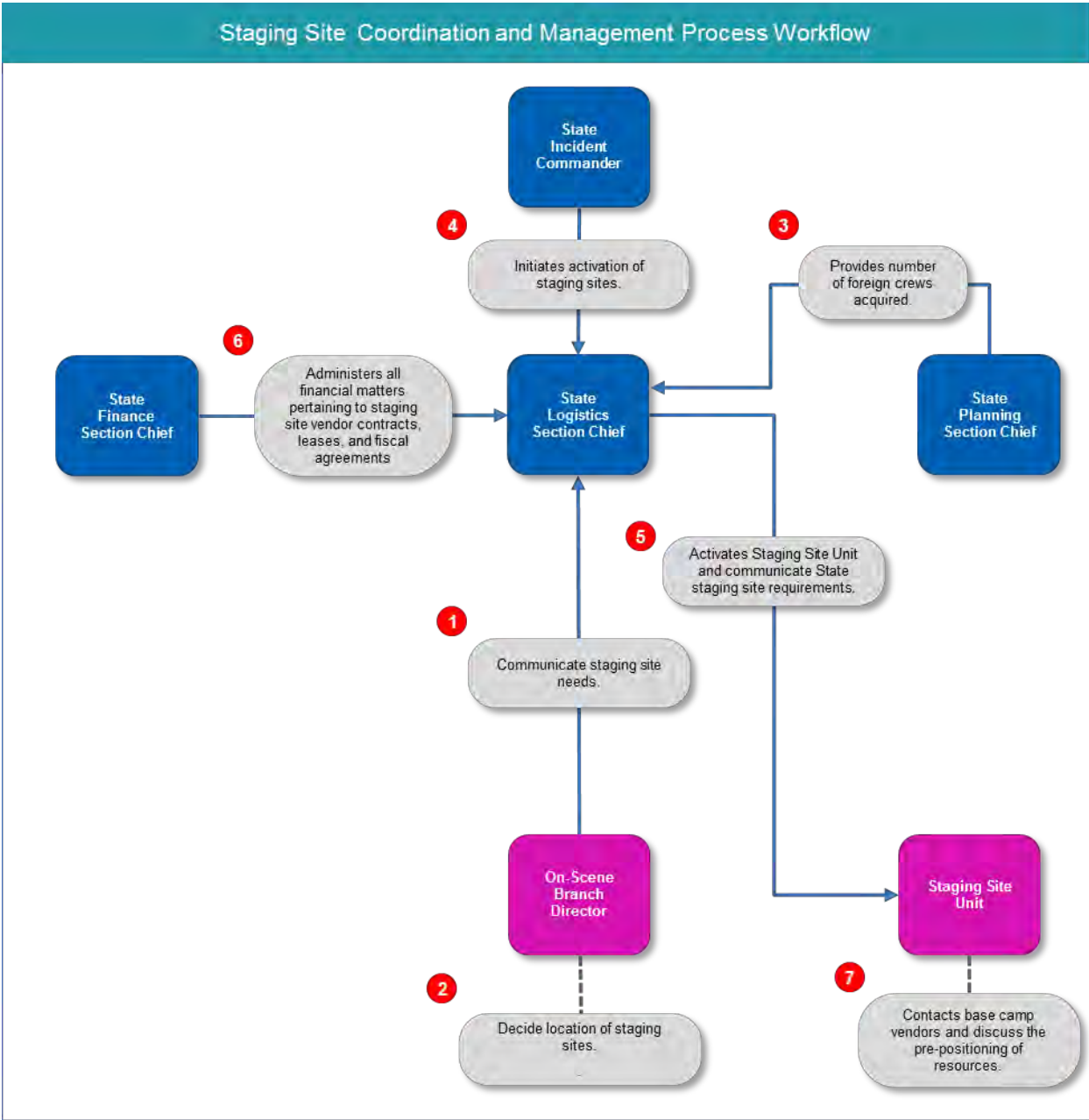
In anticipation of a possible Emergency, the Staging Site Lead will review the availability of the pre-determined staging site locations to ensure that the usage agreement with the sites is still valid.

The State Incident Commander is responsible to determine the type and location of staging sites to support the restoration and the On-Scene Branch Director will determine their locations.

The services provided at a staging site can range from full service staging sites to material pods and will include fuel deliveries for trucks, vans, and other equipment. Transportation between staging sites and crew lodging will be arranged by the Staging Site Lead. Descriptions of the typical types of staging sites are outlined in Table 3.

Table 3: Staging Site Types

Level	Description	Equipment	Trigger Point	Responsible Party
Material Pod	Lowest level support consists of meters, regulators, and associated hardware. Delivered to requested location may or may not be staffed. May be for scheduled hours only.	Pick up or rack truck(s), possible material storage pod.	Decision to implement modified operations	Staging Site Lead/Material Lead
Material Only	Material staging area consists of several meters, regulators and associated hardware.	May include all equipment above and tent, portable toilets, lighting, RV, scrap bins, dumpsters & material handling equipment. May include vehicle fueling.	Conditions above and Mutual Assistance Crews requested	Staging Site Lead/Material
Staging Site Lite	Services include truck parking, bus transportation, materials, vehicle fueling. May include medical, box lunches, laundry service and crew gathering area.	Includes all equipment above plus traffic control devices, buses, vehicle fueling equipment, second tent for crew meetings. May include laundry service equipment and box lunch distribution area.	Conditions above plus housing and/or crew support logistics make it impractical to have crews travel to hotels in trucks.	Staging Site Team
Base Camp	Includes above plus breakfast, lunch and dinner for crews, may include alternative housing.	Includes all equipment above plus dining facilities, food prep areas, additional RV units and hand wash stations. May include alternative lodging area and showers.	Conditions above plus local hotels and restaurants' availability reduced to a level unable to support the crews.	Staging Site Team



Roles and Activities

7.3.1. State Incident Commander

7.3.1.1. Initiates activation of staging sites.

7.3.2. State Planning Section Chief

- 7.3.2.1. Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure bus transportation to and from staging sites is provided as necessary.

7.3.3. State Logistics Section Chief

- 7.3.3.1. Activates Staging Sites Unit upon request of State Incident Commander.
- 7.3.3.2. If necessary, requests Staging Site Unit contact base camp vendors and discuss the pre-positioning of resources depending on the anticipated impact of the emergency.
- 7.3.3.3. Establishes contact with the Supply Unit Leader to serve as the single point of contact for coordination of the activities at the staging sites.

7.3.4. State Finance Section Chief

- 7.3.4.1. Administers all financial matters pertaining to staging site vendor contracts, leases, and fiscal agreements associated with establishing staging sites.

7.3.5. On-Scene Branch Director

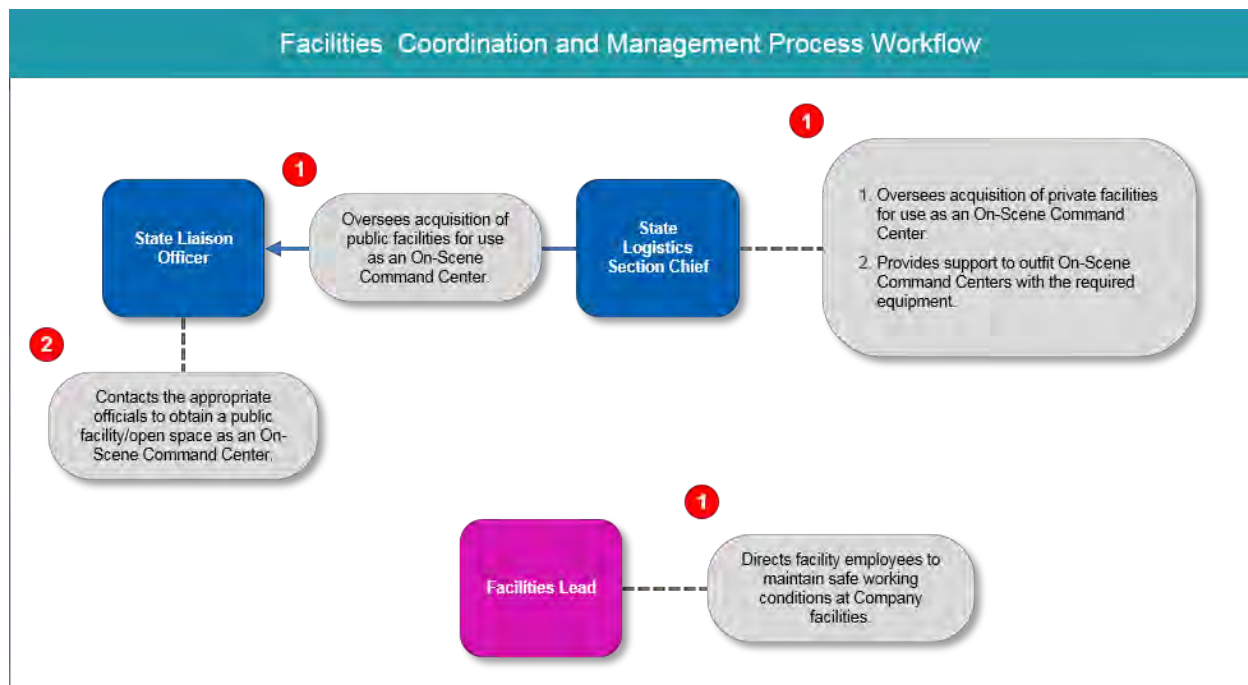
- 7.3.5.1. Determines the location of staging sites based on the request to establish them by the State Incident Commander.
- 7.3.5.2. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted staging site support requirements.

7.3.6. Supply Unit Leader

- 7.3.6.1. Communicates material needs to the State Logistics Section Chief.
- 7.3.6.2. Serves as the single point of contact for communicating staging site needs.

7.4. Facilities Coordination and Management

A facilities employee is typically on site at all major office locations and can be dispatched to other sites as needed. Their first priority is to ensure that the facility is in safe working condition. They will respond to and arrange repair for any damage to a company facility. Additionally, this employee will support restoration as needed by setting up conference rooms, arranging for cleaning service or other logistical type needs at the direction of the Supply Unit Leader. Refer to Figure 19, “Facilities Coordination and Management Process Workflow” on the next page.



Roles and Activities

7.4.1. State Liaison Officer

- 7.4.1.1. Contacts the appropriate officials to obtain a public facility/open space as an On-Scene Command Center.

7.4.2. State Logistics Section Chief

- 7.4.2.1. Works with the State Liaison Officer to get approval to use a public facility as an On-Scene Command Center.
- 7.4.2.2. Oversees the contacting of the owner of private facilities to obtain approval for use of their facility as an On-Scene Command Center.
- 7.4.2.3. Arranges to have additional communications devices, computers and other equipment delivered to and installed at On-Scene Command Centers not located at a Company facility.

7.4.3. Facilities Lead

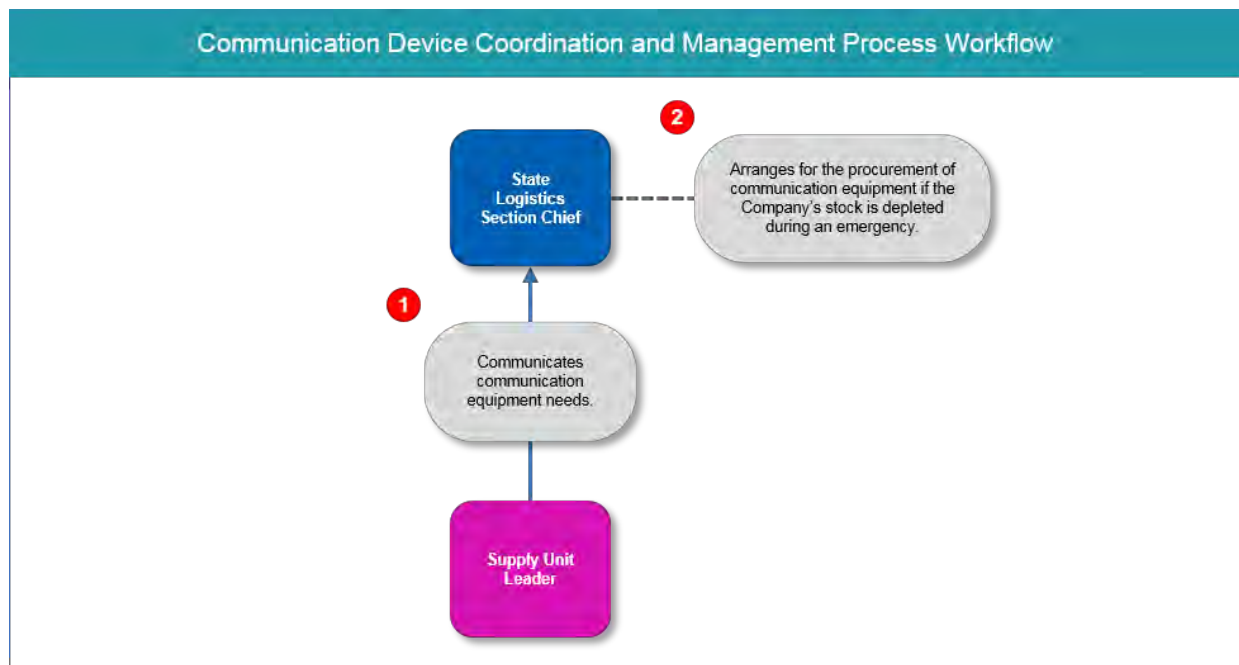
- 7.4.3.1. Directs facility employees to maintain safe working conditions at Company facilities.

7.5. Communication Device Coordination and Management

The ERO communications capabilities include the use of commercial telephones, satellite phones, and cellular phones.

The primary means of communications is by telephones. The State EOC is equipped with one phone line. This telephone, in addition to personnel cellular phones, allows communications between the Melville, Metrotech, and/or Syracuse/Albany EOC, Company personnel, and external agencies while a mobile hand-held satellite phone is maintained at the Northborough Gas Dispatch and Scheduling facility.

If the Resource Unit Leader requires additional equipment not available from the Company's existing inventory during an emergency, either because all units are currently in use or they require specialty equipment not maintained by the Company, the process leads will work with logistics personnel at the Operational or State Level to procure the equipment. Refer to Figure 20, "Communication Gear Coordination and Management Process Workflow" below.



Roles and Activities

7.5.1. State Logistics Section Chief

- 7.5.1.1. Arranges for the procurement of communication equipment for the ERO at the State and Operational Levels if the Company's stock is depleted during an emergency.

7.5.2. Supply Unit Leader

- 7.5.2.1. Communicates communication equipment needs to the State Logistics Section Chief if the Company's stock is depleted during an emergency.

Chapter 8: Coordinate Personnel Logistics



8. Coordinate Personnel Logistics

Introduction

Well-coordinated personnel logistical support maximizes the time that crews spend working. This chapter documents how best to provide the means to feed and house resources working in the field during an Emergency.

The processes and activities in this chapter are kicked off once the Emergency has been classified and the ERO has been activated (as covered in Chapter 4 of this ERP) and the type and number of resources required to address the emergency have been estimated (as covered in Chapter 6 of this ERP). As the Emergency evolves, the processes

Chapter 8 Summary: Coordinate Personnel Logistics		
8.1 Meals Coordination and Management	8.2 Lodging Coordination and Management	8.3 Information Services Coordination and Management
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none">• State Planning Section Chief• Resource Unit Leader• State Logistics Section Chief• State Finance Section Chief• On-Scene Branch Director	<ul style="list-style-type: none">• State Planning Section Chief• Resource Unit Leader• State Logistics Section Chief• State Finance Section Chief• On-Scene Branch Director	<ul style="list-style-type: none">• Information Technology Leader

described in the chapter are revisited to ensure the logistical needs of the organization are met to promote an efficient Emergency response.

The processes and associated roles covered in this chapter can be seen in Figure 21, "Coordinate Personnel Logistics High Level Overview."

During an Emergency that does not trigger the activation of the System Level ICS the State Logistics Section Chief activates and oversees the Meals and Lodging

Unit and the State Finance Officer administers all financial matters pertaining to logistics vendor contracts and emergency event credit cards

Coordinate Support Logistics Overview

The coordination of personnel logistics is primarily the responsibility of the State Logistics Section Chief and covers the provision of meals and accommodation for restoration resources. To facilitate this, the State Logistics Section Chief either activates the Logistics Support Center or,

Processes

8.1 Meals Coordination and Management

8.2 Lodging Coordination and Management

8.3 Information Services Coordination and Management

alternatively, sets up an adequate workspace for the logistics support units within or near the State EOC.

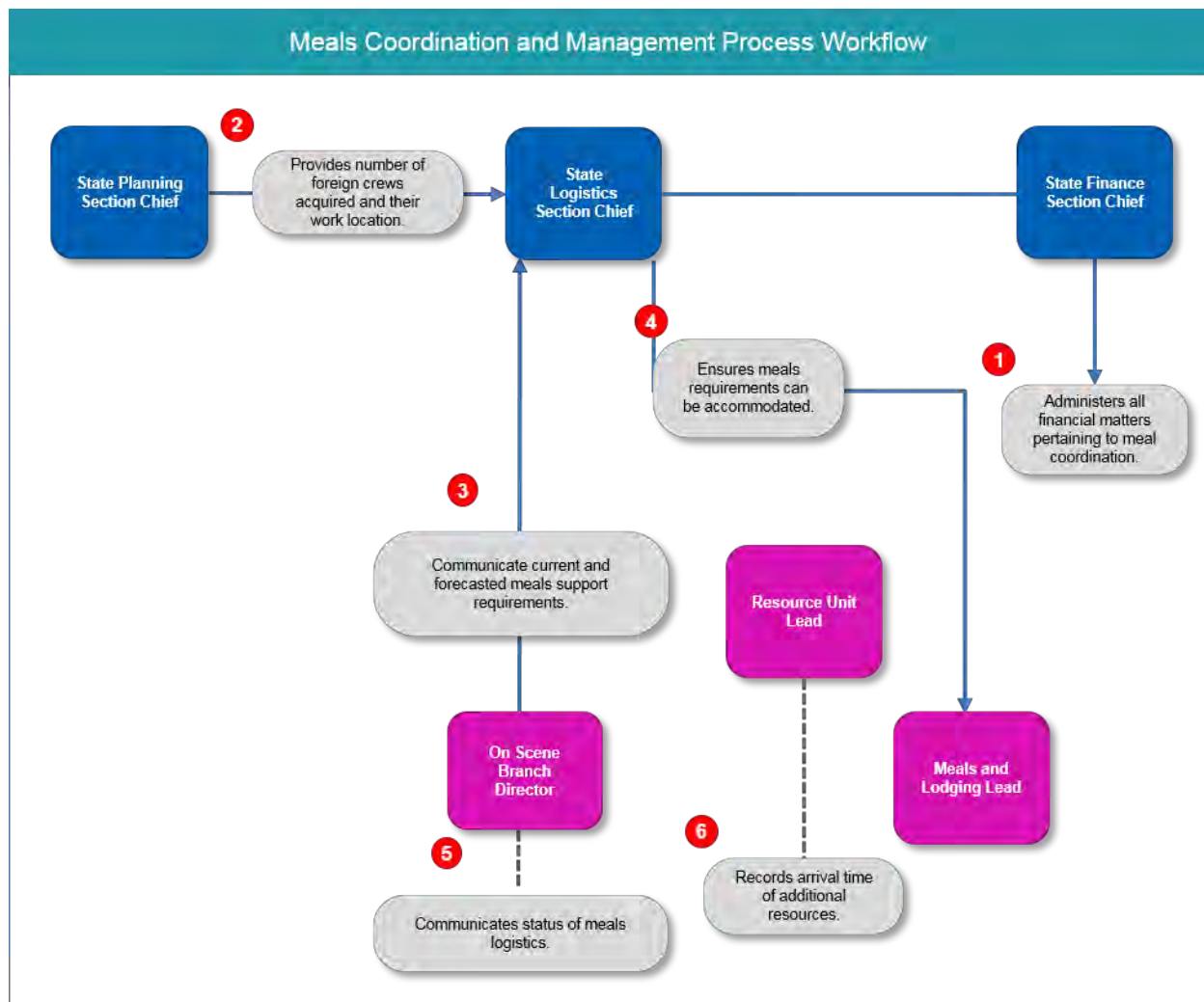
The State Logistics Section Chief is responsible for developing applicable portions of the response or mitigation plan(s) and reviewing proposed tactics for the next Operational Period or periods at planning meetings. Additionally, the State Logistics Section Chief tracks the ERO expansion or contraction due to changes in conditions and communicates the size and complexity of the Emergency, expectations of the State Incident Commander, Emergency objectives, Emergency activities and current situation, crew movement, and special logistics concerns to the Meals and Lodging Unit to keep them informed about the Company's logistics requirements.

The Meals and Lodging Lead, when activated, is responsible for overseeing the Meals and Lodging Unit to provide lodging and meals for all restoration resources.

The process overviews contained in this chapter include the identification of roles and activities specific to the individual processes.

8.1. Meals Coordination and Management

The Meals and Lodging Unit will consider meal options that allow the maximization of the crews' productivity including but not limited to box lunches and buffets at the staging sites or lodging locations. When needed, the Meal and Lodging Unit will distribute lists of available meal locations, preferably those which are close to work or lodging locations. In the event of a large-scale Emergency, it may be necessary to send crews to prearranged locations, such as staging sites, banquet halls, fire halls, etc. where catering services are available. Refer to Figure 22, "Meals Coordination and Management Process Workflow" on the next page.



Roles and Activities

8.1.1. State Planning Section Chief

- 8.1.1.1. Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure meals provide as necessary.

8.1.2. Resource Unit Leader

- 8.1.2.1. Records arrival time of additional restoration resources procured for the emergency response.

8.1.3. State Logistics Section Chief

- 8.1.3.1. Contacts Meals and Lodging Lead and ensures their group can accommodate the anticipated volume of meals required for the ERO personnel.

8.1.4. State Finance Section Chief

- 8.1.4.1. Administers all financial matters pertaining to meals vendor contracts and fiscal agreements.

8.1.5. On-Scene Branch Director

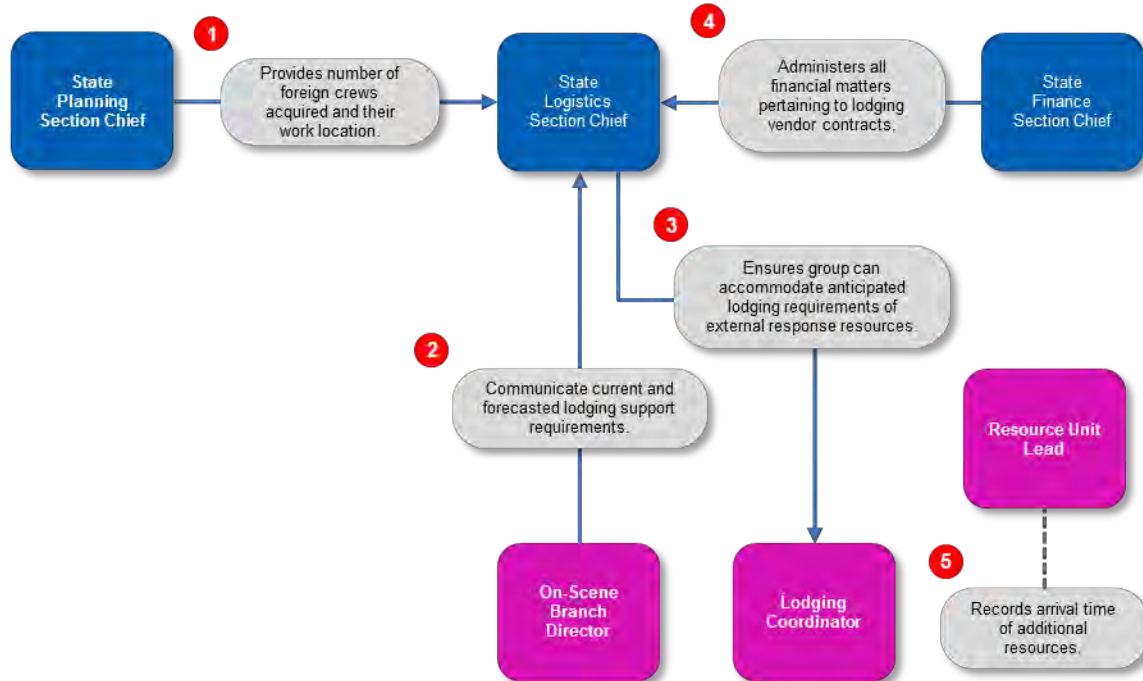
- 8.1.5.1. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted meals logistical support requirements.
- 8.1.5.2. Communicates meals logistics needs, including the arrival time of and number of additional restoration resources procured for the Emergency response to the Logistics Section Chief.

8.2. Lodging Coordination and Management

The Meals and Lodging Unit will consider advance booking of a block of rooms on a contingency basis as soon as requests for the outside crews are made by the State Incident Commanders and arrange for lodging accommodations as close to the crews' work location as possible. Generally, two persons will be assigned to a room. Arrangements will also be made to stock and service vehicles at the location where the vehicles are stored during periods of rest.

The Lodging Coordinator will serve as the liaison between the Meals and Lodging Unit and the hotel. If needed, a Hotel Ambassador will be on site at the hotels to assist the crew with check-in, room assignment, check-out, and resolve any lodging issues. Refer to Figure 23, "Lodging Coordination and Management Process Workflow" on the next page.

Lodging Coordination and Management Process Workflow



Roles and Activities

8.2.1. State Planning Section Chief

- 8.2.1.1. Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure lodging is provide as necessary.

8.2.2. Resource Unit Leader

- 8.2.2.1. Records arrival time of additional restoration resources procured for the Emergency response.

8.2.3. State Logistics Section Chief

- 8.2.3.1. Contacts the Lodging Coordinator and ensures their unit can accommodate the anticipated lodging requirements for external response resources.

8.2.4. State Finance Section Chief

- 8.2.4.1. Administer all financial matters pertaining to lodging vendor contracts, leases, and fiscal agreements during the Service Restoration Stage.

8.2.5. On-Scene Branch Director

- 8.2.5.1. Communicates meals logistics needs, including the arrival time of and number of additional restoration resources procured for the emergency response to the State Logistics Section Chief.

8.3. Information Services Coordination and Management

Information Services (IS) support resources are available to address any issues that might arise with hardware or software that is critical to a successful Emergency response. These resources are coordinated and dispatched by the IS Event Lead. The IS Event Lead may be notified of IS issues during System Level and State Level briefings and may reschedule planned IS maintenance on critical systems in anticipation of an Emergency. Refer to Figure 24, “IS Coordination and Management Process Workflow” below.



Roles and Activities

8.3.1. IS Event Lead

- 8.3.1.1. Postpones planned maintenance on critical IS systems in anticipation of an Emergency.
- 8.3.1.2. Directs IS support resources to address any issues with Company hardware and software that are critical to a successful Emergency response.

Chapter 9: Financial Accounting Guidelines



9. Financial Accounting Guidelines

Introduction

The purpose of Financial Accounting Guidelines is to ensure that costs incurred during an emergency are both efficiently managed and accurately accounted for in case of internal audit or regulatory request.

The processes and activities in this chapter are kicked off once the emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 25 below, “Financial Accounting Guidelines High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

Chapter 9 Summary: Financial Accounting Guidelines	
9.1 Establishing Emergency Charge Accounts	9.2 Tracking Time and Materials Charging
Key Roles	Key Roles
<ul style="list-style-type: none">• State Public Information Officer• State Finance Section Chief	<ul style="list-style-type: none">• State Finance Section Chief

9.1. Establishing Emergency Charge Accounts

The ERO, as well as Shared Services, should use the following guidelines to accumulate costs associated with emergencies in New York.

A work order will be created for each emergency during the year. Prior to each emergency, a work request should be taken out in Power Plant using a gas operation code 2311. This activity will be used for all work except capital work, (e.g.

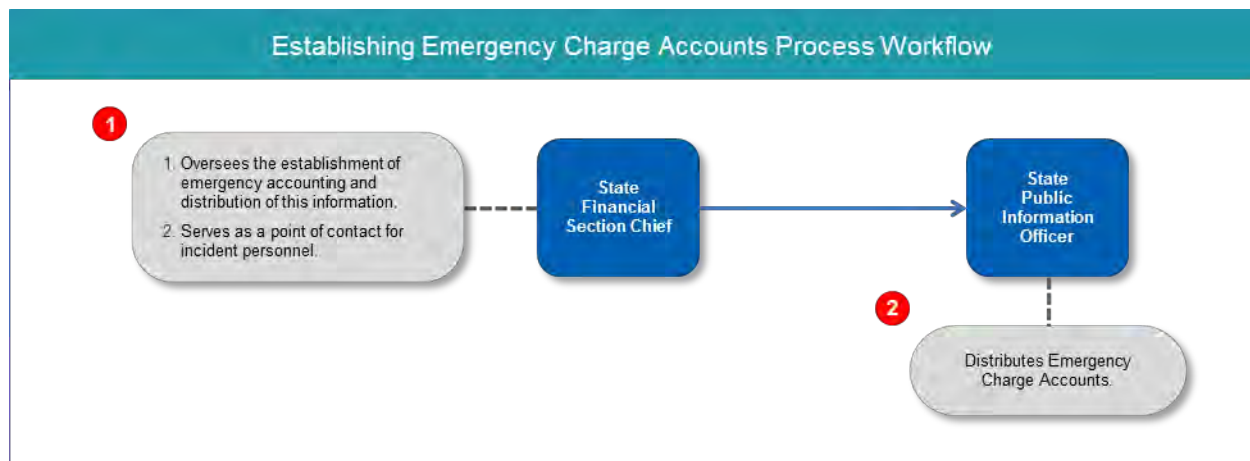
replacing gas mains and service lines, etc.).

When there is capital damage to a gas facility during an emergency, a separate work order must be taken out under the project for each facility that sustains the capital damage. The location of the facility should be on the work order in Power Plant. It is the responsibility of the responsible gas organization departments to supply the as-built units to Power Plant prior to unitization. Refer to Figure 26, “Establishing Emergency Charge Accounts Process Workflow” on the next page.

Processes

9.1 Establishing Emergency Charge Accounts

9.2 Tracking Time and Materials Charging



Roles and Activities

9.1.1. State Public Information Officer

- 9.1.1.1. Ensures the Emergency Charge Accounts are distributed throughout the ERO.
- 9.1.1.2. Serves as a point of contact for incident personnel.

9.1.2. State Finance Section Chief

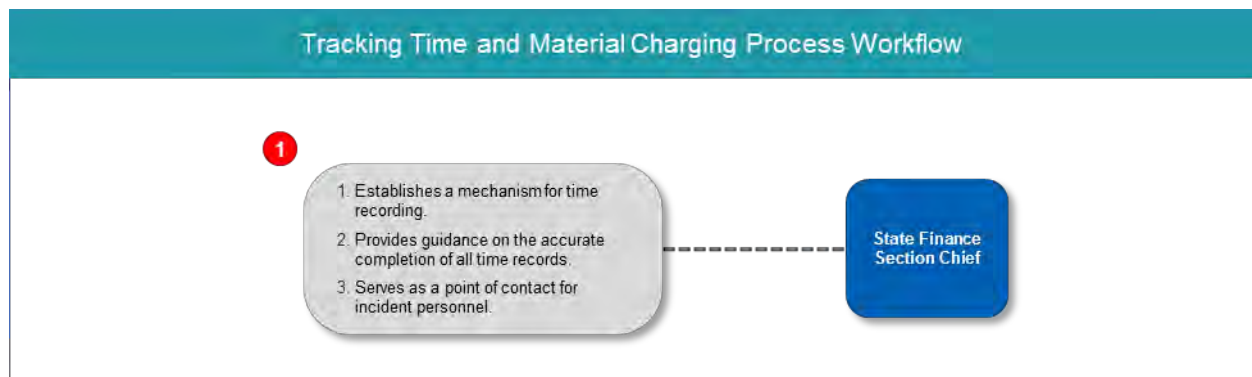
- 9.1.2.1. Oversees the establishment of Emergency accounting and distribution to the State Public Information Officer for distribution.
- 9.1.2.2. Serves as a point of contact for incident personnel to discuss and resolve all financial issues and requirements.

9.2. Tracking Time and Materials Charging

The ERO, as well as Shared Services, should use the following guidelines to accumulate costs associated with emergencies in New York, refer to Figure 27, “Tracking Time and Material Charging Process Workflow” that follows outline.

- All gas operation crew labor and transportation should be charged to the work request number for the emergency. When crews are working in other affected areas, a work request will be set up with the corresponding project/work order of the regional area which is receiving the assistance. The operation code charged will be 2311.
- All National Grid USA Service Company gas crew labor and transportation should be charged to the appropriate regional area project/work order of the region in which they are doing the work.
- All other labor, transportation, personal expense, and outside vendor invoices should be charged to the gas emergency project/work order and operation 2311.

- All stock from the emergency should be issued to the project/work request with the appropriate activity related to the work being performed. All item units of measure issued to the event project should have a confirming work request created using the appropriate project/work order and operation.
- At the end of the emergency, all information related to the capital work orders will be sent to Operations Support so an As-Built can be created for each town that had units of plant installed/removed. Gas Operations will review the actual capital costs for the emergency based on actual materials issued and the As-Built received from the field.
- If the emergency requires the State EOC to be activated, all personnel working either in the EOC or other support services will charge the appropriate expense project/work order and activity operation 2311.
- Stores personnel – during an emergency, Stores personnel will charge their normal stores accounting for their normal 8-hour shift. When Stores personnel work overtime due to an Emergency either before or after their normal shift (i.e. standby), they will charge the appropriate event project/work order, using operation 2311.
- Transportation personnel – during emergency, transportation personnel will charge their normal transportation accounting for their normal 8-hour shift. When transportation personnel work overtime due to an emergency either before or after their normal shift (i.e. standby), they will charge the appropriate event project/work order, using operation 2311.
- Emergency Restoration Services to Other Utilities – each utility that receives assistance will require a separate work order under the project. The work order should have the date of the emergency and the name of the utility that received the assistance.



Roles and Activities

9.2.1. State Finance Section Chief

- 9.2.1.1. Establishes and maintains a mechanism to account for personnel time recording.

- 9.2.1.2. Provides guidance on the accurate completion of all personnel and equipment time records.
- 9.2.1.3. Serves as a point of contact for incident personnel to discuss and resolve all financial issues and requirements.

Chapter 10: Employee Welfare



10. Employee Welfare

Introduction

The purpose of Employee Welfare is to ensure that issues are addressed that might distract employees and foreign restoration crews from concentrating on restoration activities.

The processes and activities in this chapter are kicked off once the emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP).

The processes and associated roles covered in this chapter can be seen

Chapter 10 Summary: Employee Welfare		
10.1 Tracking and Addressing Labor Relations Issues	10.2 Providing Employee and Family Assistance	10.3 Communicating Company Policy and Expectations
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none">• None	<ul style="list-style-type: none">• None	<ul style="list-style-type: none">• None

in Figure 28, “Employee Welfare High Level Overview.”

All the processes included in this chapter are overseen by System Level ICS Officers. As such, the activities performed to support these programs are identified in detail in the System Level Plan.

When System Level Plan is not activated the Human Resources Officer would evaluate this process on an as needed basis.

Processes

10.1 Tracking and Addressing Labor Relations Issues

10.2 Providing Employee and Family Assistance

10.3 Communicating Company Policy and Expectations

10.1. Tracking and Addressing Labor Relations Issues

The System Human Resources Officer works with the System Incident Commander to address labor relations issues. This includes maintaining communications with labor unions to proactively address issues such as the movement of personnel during an emergency and addressing issues with labor unions and individual employees as they arise.

Roles and Activities

As these issues are overseen by System Level ICS Officers, the activities performed to support these programs are identified in detail in the System Level Plan.

10.2. Providing Employee and Family Assistance

The Company assists employees and their families to help manage their needs through both formal and ad hoc programs depending on the nature of their requirements during an emergency. The formal program, the Employee Assistance Program (EAP), includes a free and confidential counseling service that provides professional help and assistance to employees, dependents, and household members with any type of life issue or personal problem. The EAP will also be utilized to provide support and assistance to employees that have a disaster in their personal lives during a major emergency, including logistical support to provide for the needs of the employee and their family. This service will be utilized to ensure that an employee that is to be utilized for a major emergency response is available to perform their emergency assignment duties as required.

Additional ad hoc assistance will be provided as issues arise, with examples of such assistance including establishing employee hotlines and establishing food and clothes drives for employees impacted during an emergency.

These programs will be administrated by the System Human Resources Officer and communicated to the company with the assistance of the System Public Information Officer. Where applicable, the System Human Resources Officer will coordinate the provision of logistical support for employees and their family with the System Logistics Officer.

The **Employee Services Team** will be activated at the discretion of the System HR Officer, and the extent of the assistance provided will be determined based on the emergency to the employee. The team may consider setting up an Employee/Family Assistance Center to serve as a centralized point to provide service to employee families impacted by disaster. The Center may provide computer access, telephones, information, and assistance in accessing other services. It would also serve as a volunteer coordination center.

The Employee Services Unit is made up of Human Resources and Service Delivery Center (SDC) employees. This unit will scale up and down depending on the emergency.

For EAP Contact Information, refer to the National Grid Infonet on the SHE, Health and Wellbeing page.

In addition to EAP, the Company has established an HR Hotline to assist employees who have encountered major impacts (e.g., shelter, access to food, medicine, etc.). HR Representatives can assist employees with any questions they may have and advise them about the resources available to them. The Company has put in place an additional number to promptly address employee calls. Employees can access the HR Hotline at either number listed below between the hours of 7:00 am and 7:00 pm.

For HR contact information, refer to the National Grid Infonet on the SHE, Health and Wellbeing page.

Roles and Activities

As these programs and initiatives are overseen by System Level ICS Officers, the activities performed to support these programs are identified in detail in the System Level Plan.

10.3. Communicating Company Policy and Expectations

The communication of Company policies and expectations during an emergency is the responsibility of the System Human Resources Officer, System Public Information Officer and System Planning Officer. The System Human Resources Officer will determine whether any of the recommended emergency protocols should not be followed (e.g. mandatory employee attendance) and work with the System Public Information Officer to ensure any applicable policies are communicated to Company employees through regular employee communication channels.

Roles and Activities

As these programs and initiatives are overseen by System Level ICS Officers, the activities performed to support these programs are identified in detail in the System Level Plan.

Chapter 11: Damage Assessment



11. Damage Assessment

Introduction

The purpose of Damage Assessment is to identify how the Company assesses physical damage on gas transmission and distribution infrastructure during an emergency.

The processes and activities in this chapter are initiated once the emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP) and the type and number of resources required to address the emergency have been estimated and the resources have been acquired (as covered in Chapter 6 of this

Chapter 11 Summary: Damage Assessment

11.1 Coordinating and Carrying Out Field Activities

Key Roles

- State Incident Commander
- State Planning Section Chief
- Damage Assessment Lead
- Damage Assessors
- State Logistics Section Chief

ERP). The data that is collected as part of Damage Assessment is used in prediction of Estimated Time of Restoration (as covered in Chapter 15) and reassess response resource requirements (as covered in Chapter 6). The information is used to communicate to the Company's regulators the extent of the damage sustained during an Emergency (as covered in Chapter 18.4).

The processes and associated roles covered in this chapter can be seen in Figure 29, "Damage Assessment High Level Overview."

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

11.1. Coordinating and Carrying Out Field Activities

Activities are undertaken to prepare for the Damage Assessment Process where an emergency is anticipated. Preparations begin up to 72-hours in advance of an impending emergency with the State Planning Section Chief making arrangements for the deployment of Damage Assessment Teams to the potentially affected areas in advance of or following the start of an emergency.

When deemed appropriate by the State Incident Commander, the Damage Assessment Managers will activate their respective operations to ensure that day and night office personnel are contacted and prepared

Processes

11.1 Coordinating and Carrying Out Field Activities

on their emergency and roles, maps and records are stocked, appropriate facilities are determined and adequate space is provided to run the office and field crews, computer and telecommunications are working, and contact lists are posted. Damage Assessment Managers will reach out to the State Logistics Section Chief for additional needs.

Concurrently or immediately following an emergency (when there is sufficient daylight and it is safe to do so) a survey of the impacted gas system will commence.

Initial damage survey assessment is intended to provide the State Incident Commander with an immediate preliminary damage assessment. Data collected during the comprehensive house to house survey of the affected area(s) will be compiled and used to calculate more objective estimates needed to repair the observed damage. These estimates, in conjunction with available and projected resources and customer calls allow the Company to:

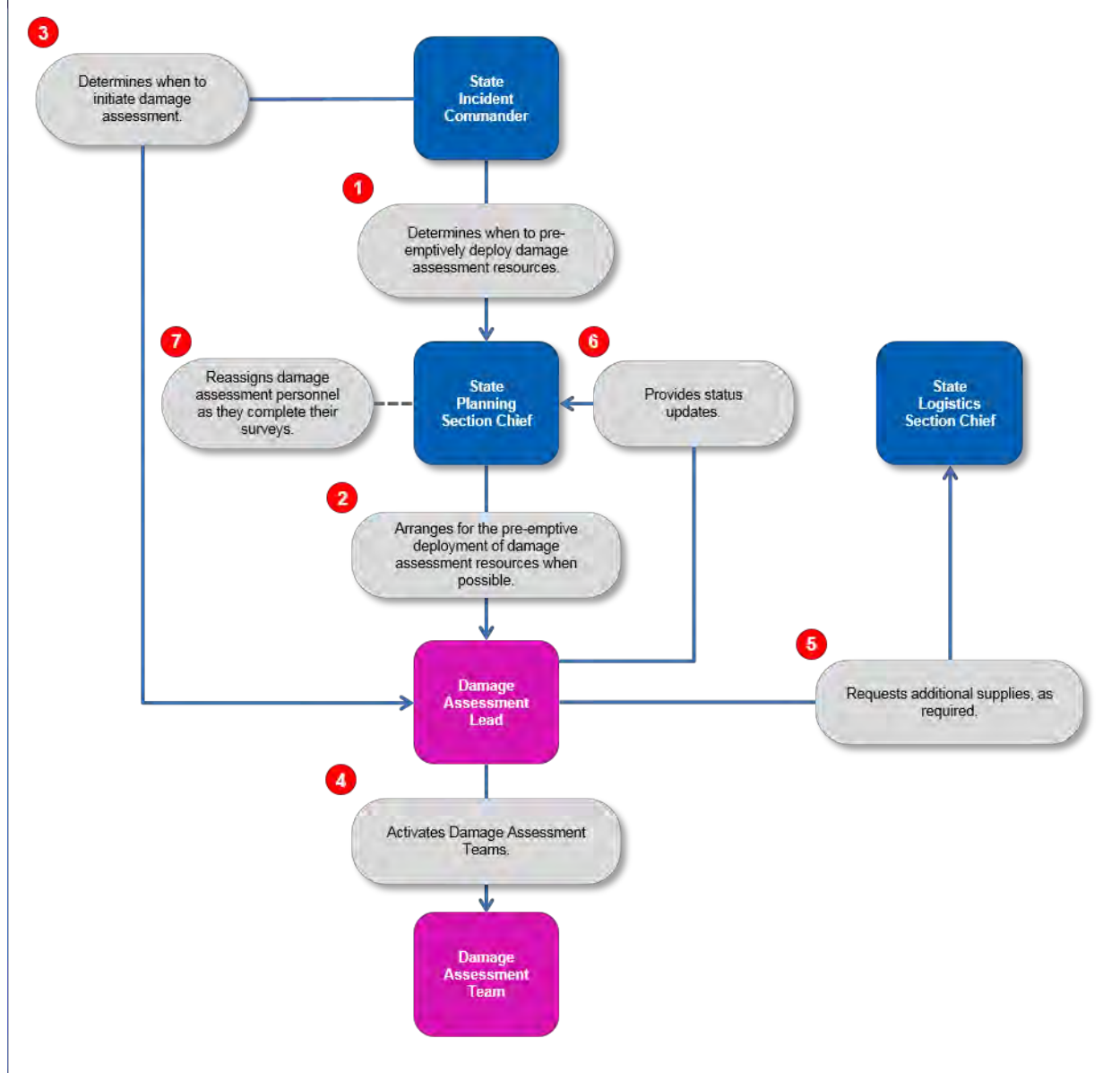
- Adjust the appropriate level of event response,
- Adjust restoration resource quantities and locations,
- Generate global ETRs within 24 hours after the start of damage assessment, and
- Generate customer-specific ETRs with high confidence when isolated pockets of outages remain.

When gas system damage assessment surveys are complete, the Damage Assessment Manager will communicate with the State Planning Section Chief so that a transition of their support can be made available for other restoration activities such as:

- Restoration Crew Supervisor Support
- Support with Prioritization of work Assignments
- Supporting outage management recordkeeping and reporting
- Support of Priority Outage Calls
- Support of Municipality Liaison Activities

Refer to Figure 30, “Coordinating and Carrying-out Field Activities Process Workflow” on the next page.

Coordinating and Carrying Out Damage Assessment Activities Process Workflow



Roles and Activities

11.1.1. State Incident Commander

- 11.1.1.1. Determines when to pre-emptively deploy damage assessment resources and informs the State Planning Section Chief to do so.

- 11.1.1.2. Informs the Damage Assessment Managers to initiate the damage assessment process.

11.1.2. State Planning Section Chief

- 11.1.2.1. Arranges for the pre-emptive deployment of damage assessment personnel prior to an anticipated emergency, if applicable.
- 11.1.2.2. Reassigns damage assessment personnel following the completion of damage assessment surveys.

11.1.3. Damage Assessment Lead

- 11.1.3.1. Activates Damage Assessment Teams and support personnel.
- 11.1.3.2. Reviews availability of supplies to support the damage assessment process and coordinates with the State Logistics Section Chief to acquire additional supplies, as needed.
- 11.1.3.3. Informs the State Planning Section Chief when the damage assessment process is completed.

11.1.4. Damage Assessment Team

- 11.1.4.1. Conducts damage assessment surveys.

11.1.5. State Logistics Section Chief

- 11.1.5.1. Provides logistics support to Damage Assessment Managers, as required.

Chapter 12: Load Shedding



12. Load Shedding

Introduction

The purpose of Load Shedding is to document the system and environmental conditions that could precipitate the need for de-energization on the Company transmission and distribution systems.

The processes and activities in this chapter can be initiated at any point during an Emergency and do not necessarily require another process included in this ERP be carried out first.

There are no ERO roles or interactions with the System Level Plan associated with the processes in this chapter.

Chapter 12 Summary:
Load Shedding

12.1
Load Shedding

Key Roles

- none

Rather these processes are carried out by the Control Centers and the information contained in this chapter is included for informative purposes. See Figure 31, “Load Shedding High Level Overview.”

12.1. Load Shedding

The load shedding plans (GEN02003 and GEN02005) describes the actions that will be considered and implemented before the highly unlikely event of reducing load by shutting off gas to specific, controlled areas. The actions defined within the plan are intended to protect the greater gas distribution systems and the customers they serve. The plan not only offers a load shedding contingency, it also provides guidance to minimize the scope and duration of unavoidable adverse effects to some customers. The plan reflects National Grid’s concern for customers in the

priorities it sets for a staged approach beginning with load shedding and, if necessary, moving to a load curtailment strategy to minimize inconvenience, and the plan for rapid recovery.

When the demand for gas in the National Grid service area exceeds the available supply then Gas Control personnel will use various load management methods to align supply and demand. Load management methods identified in GEN02003 and GEN02005 are provided as a means to take necessary actions to maintain adequate system pressure.

When the load management methods defined in GEN02003 and GEN02005 are not sufficient to maintain adequate system pressure, load shedding operations will be initiated at the direction of the Jurisdictional

Processes

12.1 Load Shedding

President of National Grid or those individuals designated to act in his/her absence. Load shedding involves the involuntary termination of supply to firm customers. Load shedding may include terminating supply to individual large gas customers or discontinuing service to large sections of the service area (referred to as sectionalization). The selection of the area to be affected is based upon minimizing the number of customers affected to obtain the needed level of load shedding.

Roles and Activities

There are no ERO roles associated with this process. Rather the information contained in this section of the ERP is included for informative purposes.

Chapter 13: Modes of Operation



13. Modes of Operation

Introduction

The purpose of Modes of Operation is to describe where responsibility for certain activities lies within the organization under centralized and decentralized operations during an emergency. This is limited to identifying where control lies for activities. Chapter 14 describes in detail how restoration activities are conducted during normal (centralized) operations and, as such, the roles and activities conducted under modified system operations are included in Chapter 14.

Chapter 13 Summary: Modes of Operation	
13.1 Normal Operations	13.2 Modified System Operations
Key Roles	Key Roles
<ul style="list-style-type: none">• NY Gas Control Center	<ul style="list-style-type: none">• NE Gas Control Center• NY Gas Control Center• Technical Specialist

The processes and activities in this chapter are a consideration in the establishment of the ERO (as covered in Chapter 4 of this ERP) and will direct the acquisition of the appropriate restoration personnel (as covered in Chapter 6 of this ERP).

Roles and activities for centralized operations are included in this chapter and can be seen in Figure 32, "Modes of Operation High Level Overview."

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

The occurrence of a severe weather event (as defined or communicated by the National Weather Service and/or contracted

weather service providers) may result in operational contingencies that require activation of the ERO. National Grid's Extreme Weather Plan implements an annual readiness assessment which takes place in the April - May time frame. This assessment process ensures that each regional Gas Organization has performed a review of their respective critical functions via use of checklists to validate pre-season readiness. This assessment process is explained in detail in chapter 4.1 of this ERP.

Processes

13.1 Normal Operations

13.2 Modified System Operations

Constant monitoring of weather and advisories by professional weather forecasting services provides guidance for implementation of the National Grid Extreme Weather Plan. Pre-landfall meetings ensure proper planning is accomplished to ensure readiness of the gas system and that projects in progress are secured to mitigate adverse effects.

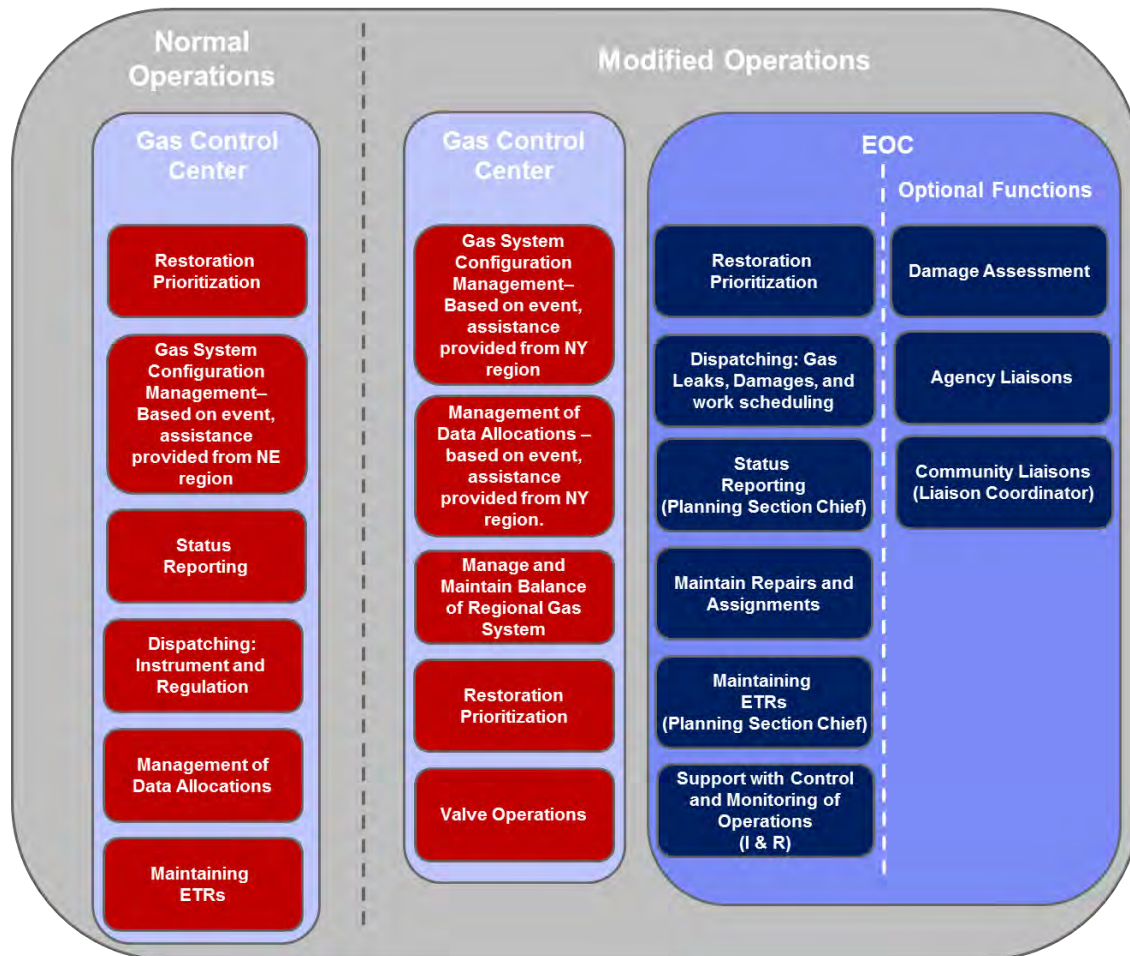
For weather events where the decision is made to activate the ERO, the Gas Organization will coordinate mobilization efforts including distribution of emergency notifications, determination of actions to be taken and assignment of roles and responsibilities based on Incident Command structure. Pre-impact/landfall considerations will include the evaluation of equipment and facilities located in low lying areas that are prone to flooding. The Extreme Weather Plan is implemented in a coordinated manner and does not supersede the existing Gas Emergency Response Plan.

For additional information on this process, please refer to the Extreme Weather Plan.

In addition to weather related events, additional incidents including third party damages, over pressurization, water main rupture, etc. can adversely affect gas system operations with little or no advance warning.

Refer to Figure 33, “Breakdown of Responsibilities (Normal vs. Modified Operations)” on the next page for outline.

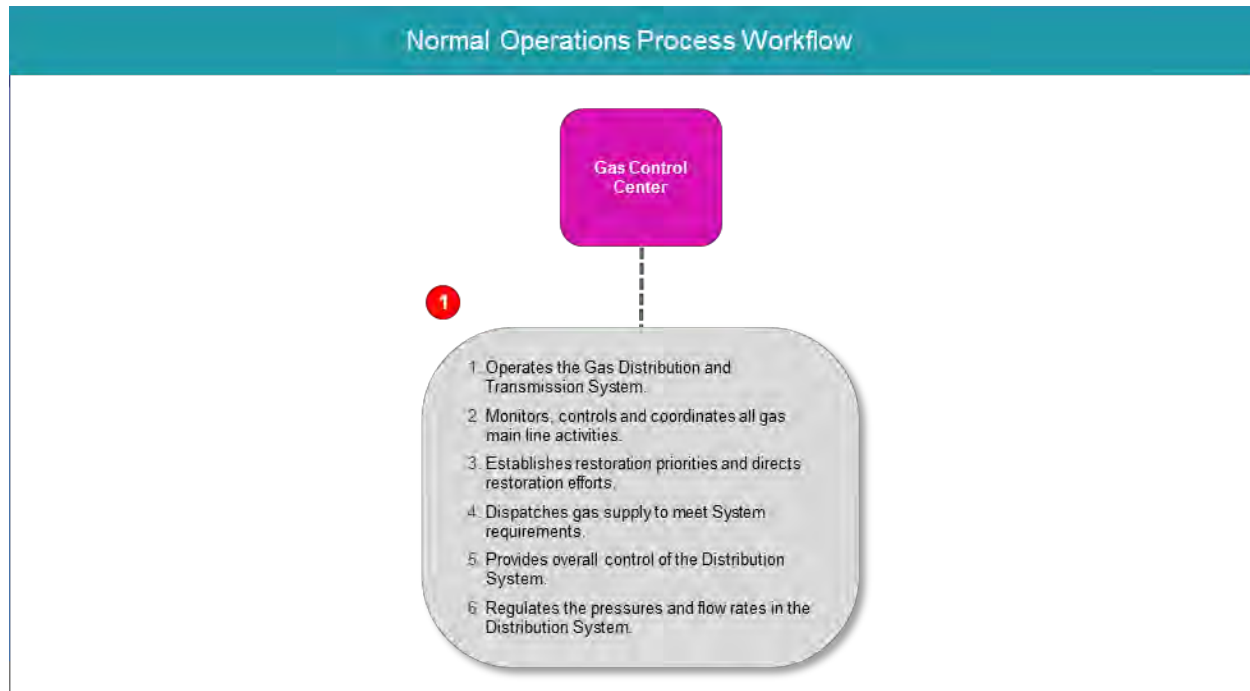
Responsibility for Activities – Normal vs. Modified Operations



13.1. Normal Operations

The Gas Control Center provides oversight of National Grid’s SCADA System and of gas supply dispatching. Gas Control dispatches gas supplies to meet system requirements, provides overall control of the distribution system, and regulates the pressures and flow rates in the distribution system. It is staffed on a 24-hour basis and is a focal point for handling gas emergencies involving transmission and distribution mains or production facilities. Gas Control is responsible for the daily operational control of National Grid’s Gas Transmission and Distribution systems and the safety and reliability of our delivery systems. Gas Control monitors, controls and coordinates all gas main line activities that affect the transportation of natural gas from the interconnects with interstate pipelines to our customers, this includes both planned and unplanned gas system outages and emergencies. As such, Gas Control maintains the responsibility to evaluate, approve and confirm the appropriateness of any planned system configuration changes, maintain documentation on interim configuration information and coordinate the review and documentation of final system configuration updates as needed to

ensure the safety and reliability of the gas system. Refer to Figure 34, “Centralized Operations Process Workflow” below.



Roles and Activities

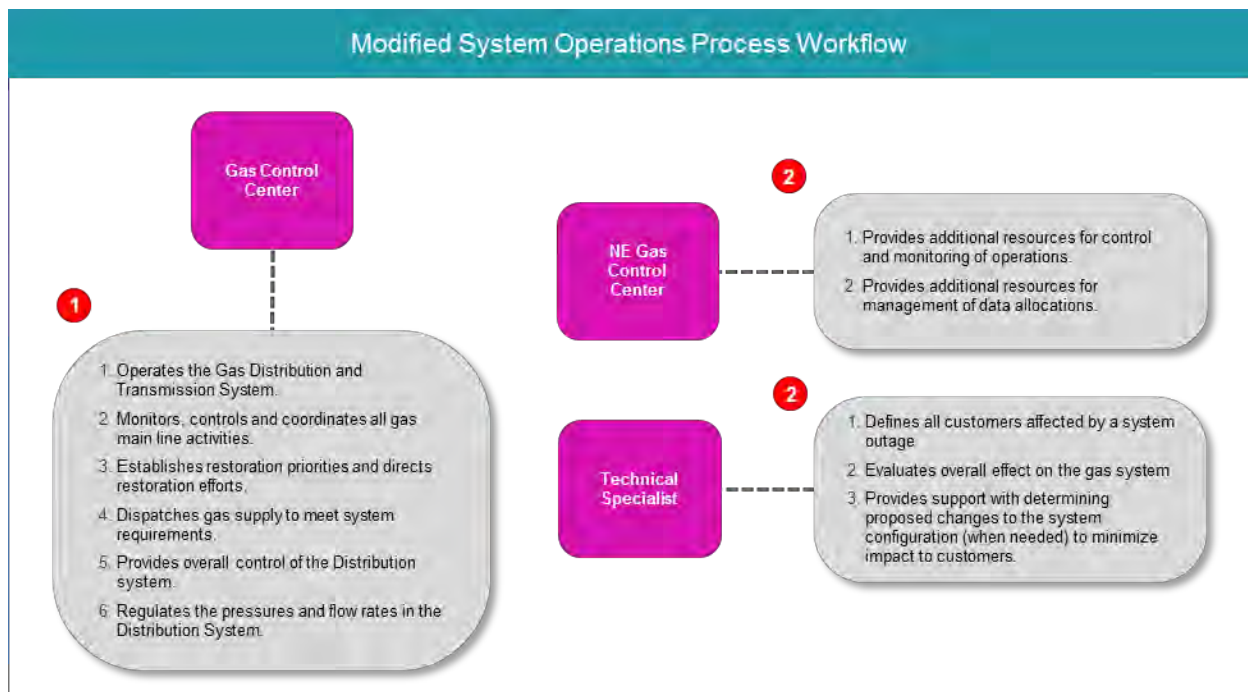
13.1.1. Gas Control Center

- 13.1.1.1. Operates the Gas Distribution and Transmission System.
- 13.1.1.2. Monitors, controls and coordinates all gas main line activities.
- 13.1.1.3. Establishes restoration priorities and directs restoration efforts.
- 13.1.1.4. Dispatches gas supplies to meet system requirements.
- 13.1.1.5. Provides overall control of the Distribution System.
- 13.1.1.6. Regulates the pressures and flow rates in the Distribution System.

13.2. Modified System Operations

A gas emergency event may involve specific conditions based on adverse weather conditions, gas system operating impact to one or more regions, gas system outage affecting a large number of customers, etc. During these emergency events, normal gas system operations continue to take place in support of the unaffected areas. Additionally, focus will also be placed

on the emergency affected area by Gas Control with supplemental support by operational and engineering organizations. As with most emergency situations, normal operational activities may be scaled back to place needed emphasis and support on emergency response-based issues, allowing greater operational support of the emergency event. As needed, engineering support will be provided for the emergency event in the role of Technical Specialist. The Technical Specialist will support development of listings of customers affected by a system outage, evaluation of any adverse effects on the gas system, system configuration support, and any additional actions, as needed. Operational organizations may scale back normal operations and provide assistance with restoration activities. Refer to Figure 35, “Modified System Operations Process Workflow” shown below.



Roles and Activities

13.2.1. Gas Control Center

- 13.2.1.1. Operates the Gas Distribution and Transmission System.
- 13.2.1.2. Monitors, controls and coordinates all gas main line activities.
- 13.2.1.3. Establishes restoration priorities and directs restoration efforts.
- 13.2.1.4. Dispatches gas supplies to meet system requirements.
- 13.2.1.5. Provides overall control of the Distribution System.

13.2.1.6. Regulates the pressures and flow rates in the distribution system.

13.2.2. NE Gas Control Center

13.2.2.1. Provides additional resources for control and monitoring of operations.

13.2.2.2. Provides additional resources for management of data allocations.

13.2.3. Technical Specialist

13.2.3.1. Defines all customers affected by a system outage.

13.2.3.2. Evaluates overall effect on the gas system.

13.2.3.3. Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.

Chapter 14: Coordination of Restoration Activities



14. Coordination of Restoration Activities

Introduction

The purpose of Coordination of Restoration Activities is to identify how the Company carries out gas service restoration activities to address outages stemming from an Emergency.

The processes and activities in this chapter are kicked off once the Emergency has been classified and the response plan has been

Chapter 14 Summary: Coordination of Restoration Activities

14.1 Conducting Restoration Activities on Distribution Piping

Key Roles

- State Incident Commander
- State Planning Section Chief
- Resources Unit Leader
- Dispatch & Scheduling Supervisor
- Emergency Planning Lead
- First Responder
- State Operations Section Chief
- On-Scene Branch Director
- Section Deputy

activated and the level of decentralization is determined (as covered in Chapter 4 of this ERP), the type and number of resources required to address the Emergency have been estimated and the resources have been acquired (as covered in Chapter 6 of this ERP), and Damage Assessment has been conducted (as covered in Chapter 11 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 36, “Coordination of Restoration Activities High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

14.1. Conducting Restoration Activities on Distribution Piping

The Gas Organization implements a response and restoration process structured based on ICS. Whenever a significant Emergency capable of causing interruptions to gas service does or is

anticipated to occur, the State Incident Commander, with support from Emergency Planning, will determine the necessary level of the Company’s response as dictated by established Operating Conditions. The classification of an Emergency Event Type is primarily dependent upon the number of customers interrupted and the estimated duration of the restoration activities but is additionally based on the actual or anticipated severity and complexity of the restoration operation.

When weather or natural/human causes (e.g., major equipment failure, civil unrest, terrorism, wildfire, etc.) threaten to cause conditions that

Processes

14.1 Coordinating Restoration Activities on Distribution Piping

result in substantial loss of gas service, which may not be handled effectively through normal operating procedures, an emergency can be declared by NYS Jurisdictional Leadership and/or Vice President of Field Operations NY. Any potential event that Emergency Planning determines poses a threat to the system triggers a call with the NY Gas Organization, at which point they will decide whether to appoint the State Incident Commander.

The Vice President of Field Operations NY his/her appointed designee, or the State Incident Commander when appointed is responsible to analyze the severity and complexity of the emergency. This helps to identify resource requirements and appropriately utilize the incident command structure. This analysis typically begins in the Pre-Event Stage (when possible) and continues in every Operational Period throughout the Service Restoration Stage.

The severity and complexity analysis is based on factors including, but not limited to:

- Safety,
- Size of the emergency and impacts to life and property,
- Extent of potential or known damage,
- Type of damage,
- Availability of supplemental resources,
- Level of command required to direct restoration efforts,
- Current operational situation (number of outages, resources, supplies, etc.),
- Current/forecasted weather conditions,
- Confidence level of forecasted weather,
- Damage assessments,
- Restoration priorities,
- Forecasted resource requirements, and
- Other situational specific factors.

The severity and complexity analysis must account for not only the forecasted impact of the emergency, but also factors such as likely best and worst-case scenarios and the amount of uncertainty in the forecast as well as the potential breadth of impact to other utilities. These factors impact the pre-staging of resources. Early in the Service Restoration Stage, one of the most difficult yet critical objectives is to secure an appropriate amount of resources. This maintains the flexibility to scale up or down to optimum levels as the impact of the event becomes more certain.

During unanticipated events and throughout the Service Restoration Stage, the Company is constantly reassessing resource requirements. Based on this assessment the Company will add or release supplemental resources. The Company typically has the following sources of crews and service workers:

- Local Company employees,
- Company employees from outside of the impacted service territory,
- Contractors, and
- Mutual assistance from other utilities.

Upon completion of the severity and complexity analysis, the Vice President of Field Operations NY or State Incident Commander (when appointed) is responsible for establishing and/or changing the Event Type as needed. It is critical to maintain flexibility and scalability when determining the appropriate ERO and size, therefore the Event Type does not necessarily stipulate a mandated level of ERO activation. Rather, the determination of response type activation and staffing is at the discretion of the Vice President of Field Operations NY, his/her appointed designee or the State Incident Commander.

The Event Type, along with the additional factors listed above, should be considered when determining which response and support functions are activated. The transition from one Event Type to another, either higher or lower, is accomplished solely at the discretion of the Vice President of Field Operations NY, his/her appointed designee or the State Incident Commander based on the recommendations of the State Planning Section Chief, Gas Control Center, other key staff, and also an assessment of the event severity and complexity.

Once established or changed, the Event Type will be communicated to all currently engaged leaders and organizations as well as others expected to support restoration activities.

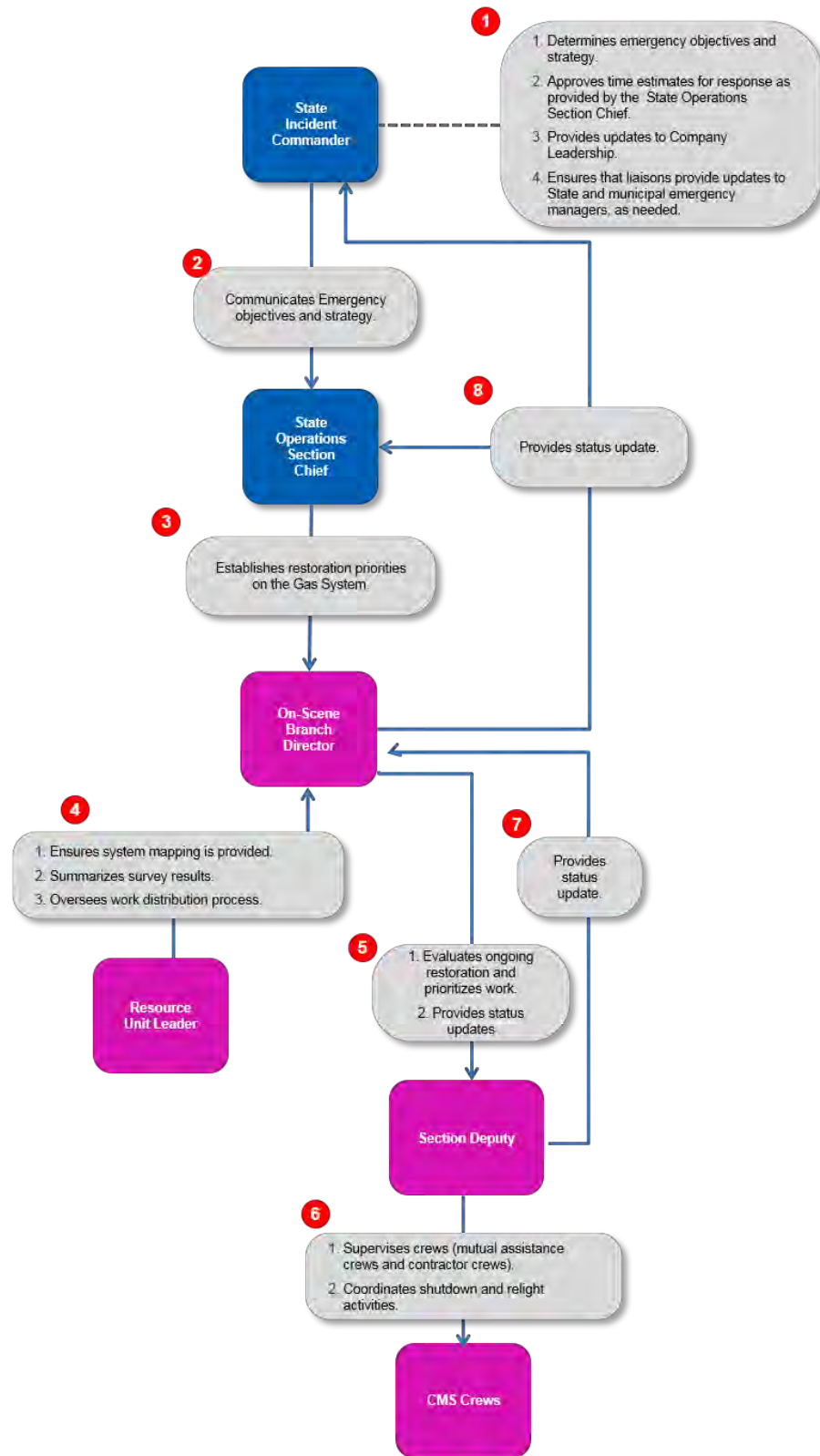
National Grid's emergency response plan takes a systematic approach toward the coordination of restoration activities. An initial evaluation is performed to determine the cause of the outage (water intrusion, damaged main, supply, etc.). Based on the cause of damage, the following specific actions are then taken:

- Isolate the affected area,
- Shut down of individual gas services,
- Making any needed system repairs,
- Methodically re-introducing gas into the affected portion of the system, and
- Re-lighting customer's gas service.

These actions may lead to temporary disruptions and may not result in bringing back critical customers or the largest number of affected customers first. Other actions, such as use of bottle trucks may be implemented to serve gas to critical facilities, such as hospitals.

Refer to Figure 37, "Conducting Restoration Activities on Distribution Lines Process Workflow" on the next page.

Conducting Restoration Activities on Distribution Piping Process Workflow



Roles and Activities

14.1.1. State Incident Commander

14.1.1.1. Periodically contacts the On-Scene Branch Director and:

- Obtains an emergency status update,
- Determines what emergency response actions are being taken by other response organizations,
- Determines emergency objectives and strategies to be followed,
- Inquires about plotter availability at the on-scene location, use of runners from a Company facility to the on-scene location may be necessary for delivery of updated maps – if plotters are unavailable, instruct that actions be taken to implement such a process,

14.1.1.2. Approves estimates regarding the following (within the On-Scene Branch Director checklist, guidance is provided regarding the development and delivery of a consistent message that must be provided to the State Incident Commander):

- Time required for repair,
- Time required to shut down all meters,
- Time required for gas-in and purging of all mains,
- Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process, and
- Time required for re-lights.

14.1.1.3. Periodically contacts the appropriate Leadership representatives and provides an update of emergency events.

14.1.1.4. During a Gas System Emergency that requires a significant Gas Organization response, ensures that liaisons provide State and Municipal Emergency Managers (or their designee) with a daily written report containing the following information:

- The communities and numbers of customers affected, and
- The status of the restoration efforts including the expected date that service will be restored to all customers, if known. The Company may provide such information more frequently if warranted by the circumstances of the incident and will continue to provide daily updates until service is restored to all customers.

14.1.2. State Planning Section Chief

- 14.1.2.1. Takes appropriate actions to activate the Gas Emergency Operations Center.
- 14.1.2.2. Validates Resource Unit Leader's decisions for external utility resource needs assessment and obtains approval from the State Incident Commander to acquire resources.

14.1.3. Operational Resource Coordinator

- 14.1.3.1. Summarizes Damage Survey results.
- 14.1.3.2. Maintains oversight of work distribution process.
- 14.1.3.3. Evaluates the need for potential external resources and internal support from other regions.
- 14.1.3.4. Performs an assessment of Mutual Assistance needs beyond northeast region.
- 14.1.3.5. Communicates needs assessment with State Planning Section Chief.
- 14.1.3.6. Ensures system mapping is provided.

14.1.4. Situation Unit Leader

- 14.1.4.1. Monitor progress of meeting objectives.
- 14.1.4.2. Compile, maintain and display incident status information for Incident Command staff and Emergency Operations Center
- 14.1.4.3. Ensure displays, maps and charts are kept up to date and documented.
- 14.1.4.4. Develops an event planning timeline that includes Estimated Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.

14.1.5. Dispatch and Scheduling Supervisor

- 14.1.5.1. Classifies the emergency incident and notifies the First Responder.
- 14.1.5.2. Develops and distributes regulatory updates.
- 14.1.5.3. Distributes event notifications as needed based on the "Gas Emergency Notification Chart", refer to Chapter 32.1, Exhibit A.

14.1.6. Emergency Planning Lead

- 14.1.6.1. Implements the Mutual Assistance Policy to manage the acquisition of external resources.

14.1.7. First Responder

- 14.1.7.1. Performs an assessment of the emergency condition.
- 14.1.7.2. Follows standard operating procedures.
- 14.1.7.3. Communicates situation assessment to Dispatch and Scheduling and CMS Supervisor.

14.1.8. State Operations Section Chief

- 14.1.8.1. Periodically contact the Incident Commander and:
 - Provides an emergency status update,
 - Indicates what emergency response actions are being taken by the Company and other response organizations,
 - For multi-day Emergencies, holds a meeting at all shift changes and /or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected, and
 - When determined necessary, ensures the prompt deployment of CNG trailers to restore critical facilities affected by the gas outage.

14.1.9. On-Scene Branch Director

- 14.1.9.1. Provides an update to the State Operations Section Chief and/or State Incident Commander and Gas Dispatch and Scheduling.
- 14.1.9.2. Provides reasonable timing recommendations for field activities that will be reported to the EOC.
- 14.1.9.3. Ensures Gas Control approves all system valve operations.
- 14.1.9.4. For multi-day Emergencies, holds a meeting at all shift changes and/or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, and Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of

restoration times for various areas affected. Develop and communicate a restoration progress update for delivery to field personnel.

- 14.1.9.5. Periodically contacts the State Operations Section Chief and:
 - Provides an emergency status update.
 - Indicates what emergency response actions are being taken by National Grid and other response organizations.
- 14.1.9.6. Ensures the implementation of applicable emergency procedures.
- 14.1.9.7. Provides On-Scene Operation Support based on established ICS Structure (as needed depending on quantity of customer outages and additional event considerations (including Planning, Logistics, and Finance Section Chief Positions)).

14.1.10. Section Deputy (Field Ops/CMS)

- 14.1.10.1. The Field Operations Supervisors fulfil the ICS structure role of their respective organizational Section Deputy activities.
- 14.1.10.2. Defines resources and allocates as needed.
- 14.1.10.3. May consult with other areas as needed.

Chapter 15: Developing and Reporting ETRs



15. Developing and Reporting ETRs

Introduction

The purpose of Developing and Reporting ETRs is to identify the rules that govern the development of ETRs to keep external stakeholders updated on the predicted time of service restoration.

The processes and activities in this chapter are initiated once the emergency has been classified and the response plan has been

Chapter 15 Summary: Developing and Reporting ETRs

15.1 Developing and Reporting ETRs

Key Roles

- State Incident Commander
- State Public Information Officer
- State Planning Section Chief
- State Operations Section Chief

activated, the mode of operation has been established (as covered in Chapter 13 of this ERP), the number of crews available to restore service has been estimated (as covered in Chapter 6 of this ERP), and relies on the understanding of damage to the Gas Transmission and Distribution Systems developed as a result of Damage Assessment (as covered in Chapter 11 of this ERP) and Service Restoration activities (as covered in Chapter 14 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 38, “Developing and Reporting ETRs High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

Developing and Reporting ETRs Overview

Providing an accurate Estimated Time of Restoration (ETR) improves customer service and provides information required for customers to properly plan for shelter and welfare during emergencies. The intent is to provide timely and accurate ETRs with as much detail as possible, given the amount of information available at the time.

During emergencies which are classified as Level 1 or 2 Type Emergency Events, the Company is required to maintain a communications system with customers during an emergency that includes:

Processes

15.1 Developing and Reporting ETRs

- Continuous access to staff assistance;
- Daily updates on estimated return of service including via telephone;
- One other form of appropriate media outreach.

Such updates must begin upon completion of a damage assessment or after the first 24-hours of a damage assessment, whichever occurs first. The initial ETRs are summarized at a local and global level. From this time on the best available ETR will continue to be communicated. As resources are assigned and more information becomes available the company will refine the specificity of ETRs to define current customer outages, total restorations and updates from previous reporting, equipment replacement information, and when necessary, low pressure safety inspections. This time frame for refinement of ETRs may vary significantly depending on complexity and severity.

The results of the damage assessment process will provide a summary of the survey results to the State Planning Section Chief in a manner to determine the estimated hours of work to complete the restoration and estimated time of restoration.

15.1. Developing and Reporting ETRs

During Emergencies where the ICS organization has been activated, it is the responsibility of the State Planning Section Chief and Situation Unit Leader to implement a process that develops ETRs based on current and anticipated event conditions, as well as the timeframe to put them into effect to provide communication with customers and regulatory agencies.

The Situation Unit Leader will develop an event planning timeline that includes Estimated Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis. Implementation of the ETR process should be considered early during the initial restoration phase, and during the Pre-Event stage, whenever possible.

Standardized Report Structure

For large scale Emergencies that require activation of the Company EOC, a standardized reporting structure, which is included as Exhibit A to this chapter, which can be found in Appendix A to this ERP in Ch. 32.2, will be implemented to provide a clear description of customer outage and restoration information. The State Planning Section Chief has overall responsibility for compilation and report development of customer outage and restoration status for local, county, and State Regulatory representatives. The State Liaison Officer will ensure distribution of periodic reports to State Regulatory and Emergency Management Agencies regarding emergency conditions and restoration performance during the event. Daily specific times for reporting will be established based on the severity of the incident but will occur as a minimum once daily. During major events, Regulatory Affairs maintains a matrix of all contacts for ease in preparation of reporting.

As covered in detail in chapter 18.1 – 18.2, for incidents that initiate activation of State EOC, specific National Grid representatives have been designated and will be deployed as Liaisons at

the respective State EOC for the duration of the event. Liaisons have also been designated to support the county, town, or municipality EOCs when requested.

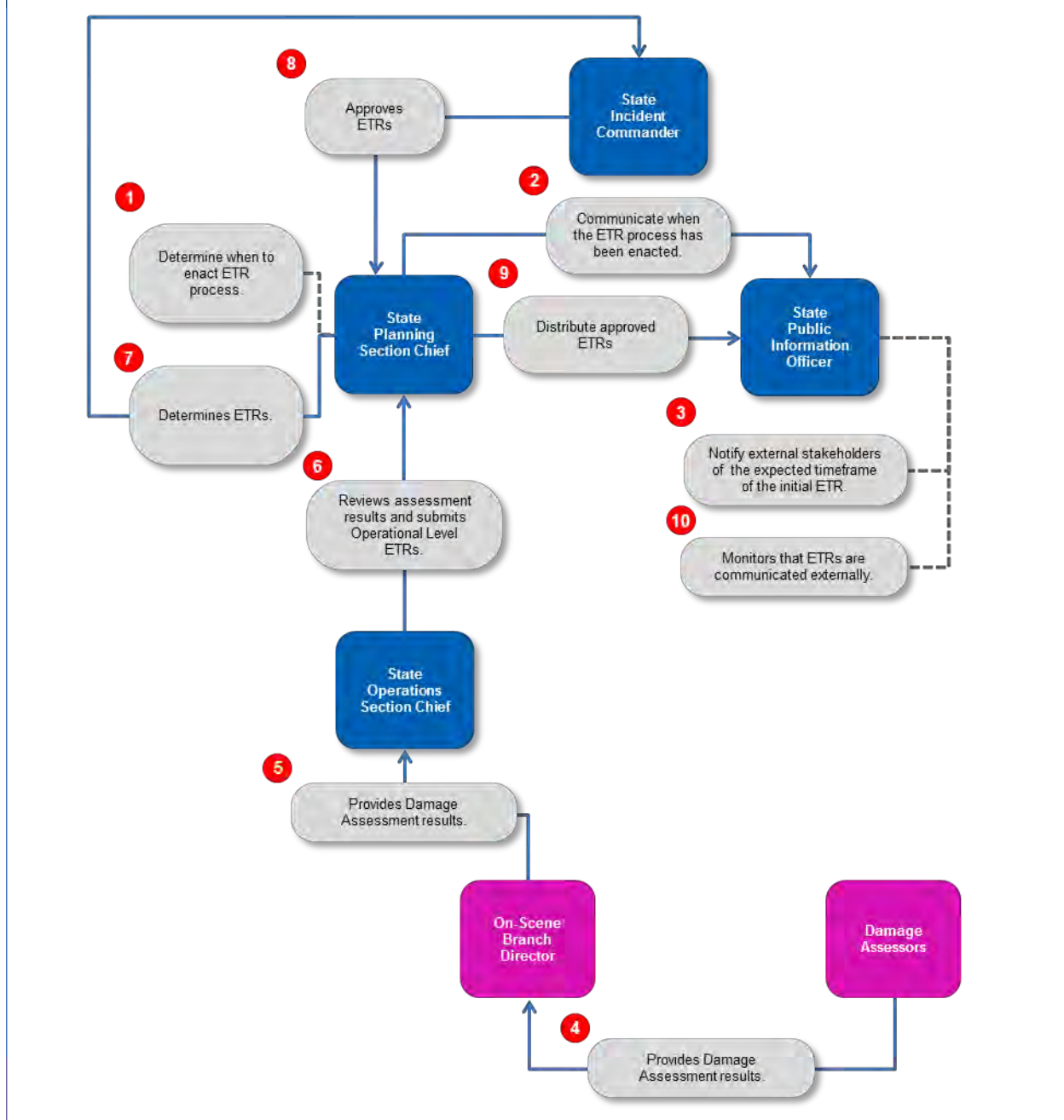
Liaisons will coordinate communications, have the ability to view gas system mapping, and will provide customer outage update reporting daily for the affected city or town.

ETRs are reported in the following ways:

- i. Via telephone by the Customer Call Center representative.
- ii. Appropriate media outreach, including social media.
- iii. Community Liaisons (used when State EOCs are activated).

Refer to Figure 39, “Developing and Reporting ETRs Process Workflow” on the next page.

Developing and Reporting ETRs Process Workflow



Roles and Activities

15.1.1. State Incident Commander

15.1.1.1. Approves ETRs for public distribution during the emergency.

15.1.2. State Public Information Officer

- 15.1.2.1. Notifies appropriate regulators, public officials and media outlets of the expected timeframe for the initial ETR.
- 15.1.2.2. Monitors that ETRs are communicated via telephone, and at least 1 other form of appropriate media outreach.

15.1.3. State Planning Section Chief

- 15.1.3.1. Determines when it is necessary to enact custom ETR rules and notifies the State Public Information Officer of the following during the Pre-Event Stage, when practical:
 - The time that Damage Assessment begins or is expected to begin.
 - The time that the first ETR update is expected to be due. (No later than completion of Damage Assessment or 24 hours from the beginning of the emergency).
 - The reporting period for subsequent reports daily.
 - Time that Emergency Event ETR Rules will be turned off.
- 15.1.3.2. Determines an event ETR based on feedback from the field, obtains ETR approval from the State Incident Commander, and distributes approved ETRs to the State Public Information Officer.

15.1.4. Situation Unit Leader

- 15.1.4.1. Monitor progress of meeting objectives.
- 15.1.4.2. Compile, maintain and display incident status information for Incident Command staff and Emergency Operations Center
- 15.1.4.3. Ensure displays, maps and charts are kept up to date and documented.
- 15.1.4.4. Develops an event planning timeline that includes Estimate Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.

15.1.5. State Operations Section Chief

- 15.1.5.1. Approves Operational Level ETRs prior to submission to the State Planning Section Chief during the Service Restoration Stage.
- 15.1.5.2. Provides estimates regarding the various restoration activities (repairs, customer shut-offs, purging, etc.) and when service will be restored.
- 15.1.5.3. Considers the following:

- Time required for repair,
- Time required to shut down all meters – anticipate a high Can't Get In (CGI) rate,
- Time required for gas-in and purging of all mains,
- Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process,
- Time required for re-lights – expect high CGI rates.

Chapter 16: Internal Communications



16. Internal Communications

Introduction

Effective communications ensure that all restoration and support resources receive and understand a unified message throughout the emergency so that their actions remain aligned with the objectives of the

Chapter 16 Summary: Internal Communications	
16.1 Conducting State Level Conference Calls and Briefings	16.1 Conducting Broader Company Communications
Key Roles	Key Roles
<ul style="list-style-type: none">• State Incident Commander• State Safety & Health Officer• State Environmental Officer• State Public Information Officer• State Liaison Officer• State Planning Section Chief• State Logistics Section Chief• State Security Officer• State Finance Section Chief• State Human Resources Section Chief• State Operations Section Chief• On-Scene Branch Director	<ul style="list-style-type: none">• State Incident Commander• State Public Information Officer• State Operations Section Chief

leadership team. The purpose of this chapter is to describe communications that are carried out in response to an emergency. This includes the State Level briefings conducted to plan for and track the Company's restoration progress and share information among ICS Command and General Staff and other broader company communications conducted to disseminate general facts around the emergency and the Company's response.

The processes and activities in this chapter are kicked off once the emergency has been classified, the ERO has been activated and personnel have been activated to fill the required ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 40, "Internal Communications High Level Overview."

There is no interaction with the System Level ICS when carrying out the activities associated with the processes included in this chapter.

Processes

16.1 Conducting State Level Briefings

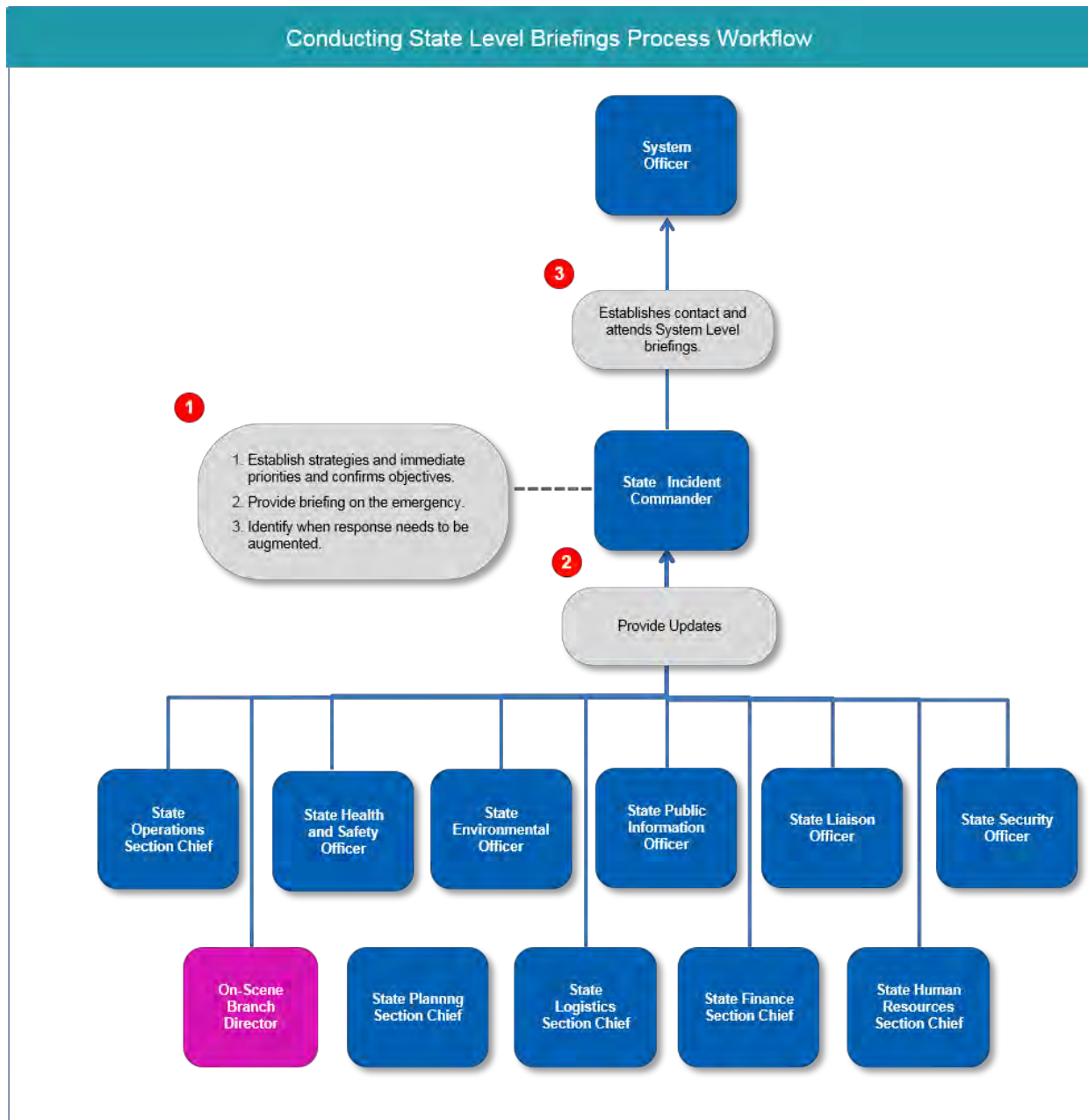
16.2 Conducting Broader Company Communications

16.1. Conducting State Level Conference Calls and Briefings

Conference calls and briefings are conducted at the State Level to maintain situational awareness and relay the specifics of the emergency. These calls will be led by the State Incident Commander and ICS Command and General Staff personnel will provide status summaries of the activities they oversee that will be used to establish strategies and drive changes around objectives highlighted in the Incident Action Plan for the current and forthcoming operational periods. Certain ERO personnel at the Operational Level will also participate in these calls and briefings, specifically the On-Scene Branch Director and others, as required. These calls and briefings begin up to three days in advance of an emergency, when the emergency is foreseen, and continue through the end of the emergency to communicate relevant information as required. The typical agenda for this call is presented in Chapter 32.2 Exhibit A which is included in Appendix A of this ERP. In addition, Chapter 32.5 Exhibit B to this chapter provides a Job Aid to guide the Incident Commander through facilitation of the meeting agenda.

As described in the System Level Plan, the State Incident Commander will attend System Level briefings/conference calls during emergencies where the System Level is activated. They will provide status updates on State Level activities and make requests for any required System Level support.

Refer to Figure 41, “Conducting State Level Conference Calls and Briefings Process Workflow” on the next page.



Roles and Activities

16.1.1. State Incident Commander

- 16.1.1.1. Establishes strategies and immediate priorities and confirms objectives for the current operational period which will be included in the Incident Action Plan (which is discussed in detail in chapter 21.1) and defines objectives for the next operational period once restoration has commenced.

16.1.1.2. Sets up and conducts regular briefings with ICS Command and General Staff (includes State Level, State Operations Section Chief, On-Scene Branch Director and others, as needed) beginning three days in advance, if possible, (refer to Hurricane, Tropical Storm and Flood Plan) of an anticipated emergency and through the duration of an emergency to maintain situational awareness during the Service Restoration Stage. These calls cover, among other things:

- Size and complexity of the emergency,
- Emergency objectives,
- Agencies/organizations/stakeholders involved,
- Political ramifications,
- Employee or public injuries and safety concerns,
- Environmental concerns,
- Emergency activities and current situation, and
- Special concerns.

16.1.1.3. Identifies operational situation changes that require augmentation / demobilization of resources and revises the level of response activation and communicates it to State Level ICS Command and General staff during an emergency.

16.1.1.4. Establishes contact with the System Incident Commander (System Level) when applicable.

16.1.1.5. Attends System Level briefings/conference calls and provides status updates on State Level activities and make requests for any required System Level support.

16.1.2. State Safety & Health Officer

16.1.2.1. Provides an update on any issues with the Safety and Health organization's preparation and activities.

16.1.2.2. Provides an update on any safety incidents that occur during an emergency including actions being taken to mitigate the incident, number and seriousness of injuries, and outside emergencies response agencies responding to the incident.

16.1.3. State Environmental Officer

16.1.3.1. Provides an update on any issues with the Environmental organization's preparation and activities.

- 16.1.3.2. Provides an update on any environmental incidents that occur during an emergency including actions being taken to mitigate the incident, number and seriousness of injuries, and outside emergency response agencies responding to the incident.

16.1.4. State Public Information Officer

- 16.1.4.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.4.2. Provides an overview of the level of public interest in the emergency, the public information strategy, speaker preparation, information sources including news releases, fact sheets, videos, photos, and new clips, and information dissemination schedules for interviews, news briefings, and town meeting schedules.

16.1.5. State Liaison Officer

- 16.1.5.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.5.2. Provides an overview of agencies and stakeholders impacted by or responding to the emergency, updates on the strategic level government response, available resources, status of cooperating agency activities in support of the emergency, and stakeholders' issues and concerns.

16.1.6. State Planning Section Chief

- 16.1.6.1. Provides feedback on the current ERO, response activities, and objectives; provides updates on resource status, weather and other pertinent facts of the emergency; and recommends changes to the ERO layout and personnel of the ERO.
- 16.1.6.2. Makes recommendations on additional actions or alternative strategies needed to reach the strategic objectives and provides periodic predictions (based on changes in weather, manpower, and resource availability) on incident potential.

16.1.7. State Logistics Section Chief

- 16.1.7.1. Provides an overview of the current disposition of logistics support for the Company during the emergency.

16.1.8. State Security Officer

- 16.1.8.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.8.2. Provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and Company facilities, available security resources, stakeholders' concerns/issues, the status of cooperating agency activities in support of an incident, location of shelters (if utilized), and any evacuation of facilities and assembly areas including results of employee accountability surveys.

16.1.9. State Finance Section Chief

- 16.1.9.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.9.2. Provides an overview of the current disposition of matters related to emergency response financial activities.

16.1.10. State Human Resources Section Chief

- 16.1.10.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.10.2. Provides an overview of any significant employee or labor issues.

16.1.11. State Operations Section Chief

- 16.1.11.1. Provides an update on the emergency response including primary and alternate strategies/tactics.
- 16.1.11.2. Makes requests for State Level assistance with resource, facility and specialty equipment needs (helicopter, heavy lift, etc.).

16.1.12. On-Scene Branch Director

- 16.1.12.1. Provides an overview of issues encountered in the field with regard to the overall coordinated response to the emergency including: personnel, logistics, technical support, engineering, and operations.
- 16.1.12.2. Expresses concerns and identifies the activities of Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene.

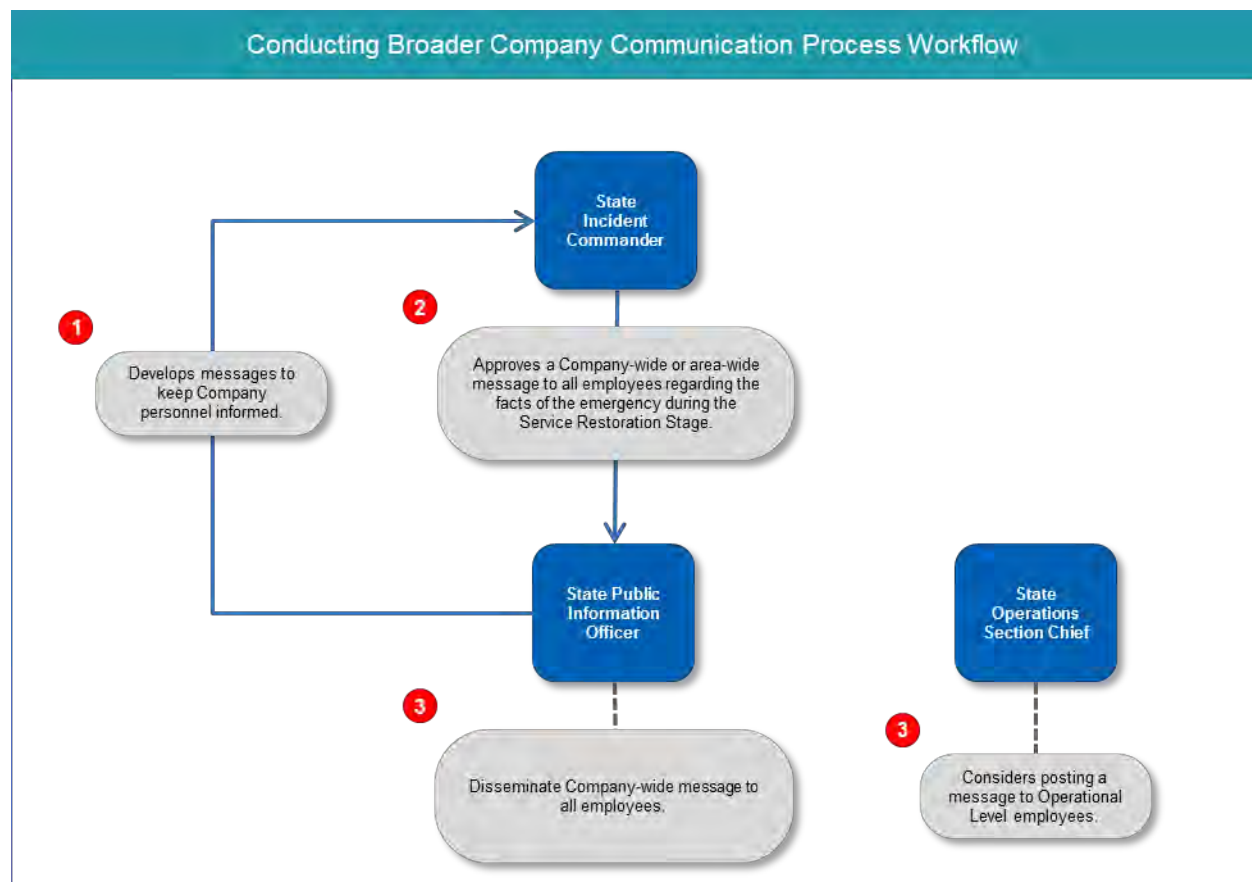
- 16.1.12.3. Provides a summary of activities performed in the field against those included in the Incident Action Plan.

16.2. Conducting Broader Company Communications

Internal Communications is an important requirement during extended outages. Effective employee communications is a valuable motivational tool, and research indicates that the public frequently contacts field crews and district offices for word of restoration efforts.

Employees will be kept informed during an emergency via updates posted to the Company Infonet website, E-mail system, and broadcast telephone messages. The State Public Information Officer will be responsible for implementing the messages when directed by the State Incident Commander. The State Public Information Officer also will handle all video and photo documentation of the emergency.

When the System Level Plan is activated, the System Public Information Officer is responsible for developing the message while the System Incident Commander retains authority for approving it. Approved messages will be distributed by the System Public Information Officer to the State Public Information Officer for distribution to Company personnel. Refer to Figure 42, “Conducting Broader Company Communications Process Workflow” below.



Roles and Activities

16.2.1. State Incident Commander

- 16.2.1.1. Approves a Company-wide or area-wide message to all employees regarding the facts of the emergency during the Service Restoration Stage and works with the State Public Information Officer to develop and disseminate this message; provides periodic updates.

16.2.2. State Public Information Officer

- 16.2.2.1. Disseminates Company-wide or area-wide messages developed by the State Incident Commander to all employees regarding the facts of the emergency.

16.2.3. State Operations Section Chief

- 16.2.3.1. Considers posting a message to all Operational Level employees regarding the facts and objectives of the incident and provides periodic updates.

Chapter 17: Public Information Communications



17. Public Information Communications

Introduction

The purpose of Public Information Communications is to identify how the Company develops and disseminates consistent information about the emergency and restoration efforts to external stakeholders.

The processes and activities in this chapter are implemented once the emergency has been classified and the response plan has been activated and the level of decentralization is determined (as covered in Chapter 4 of this ERP) and personnel have been activated to fill ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 43, “Public Information Communications High Level Overview” on the next page.

When carrying out coordinating support logistics activities, issues and decisions may be escalated through the System Level Plan to implement Corporate Message Development and Dissemination Controls.

The State Public Information Officer is responsible for implementing items within this section of the plan.

Processes

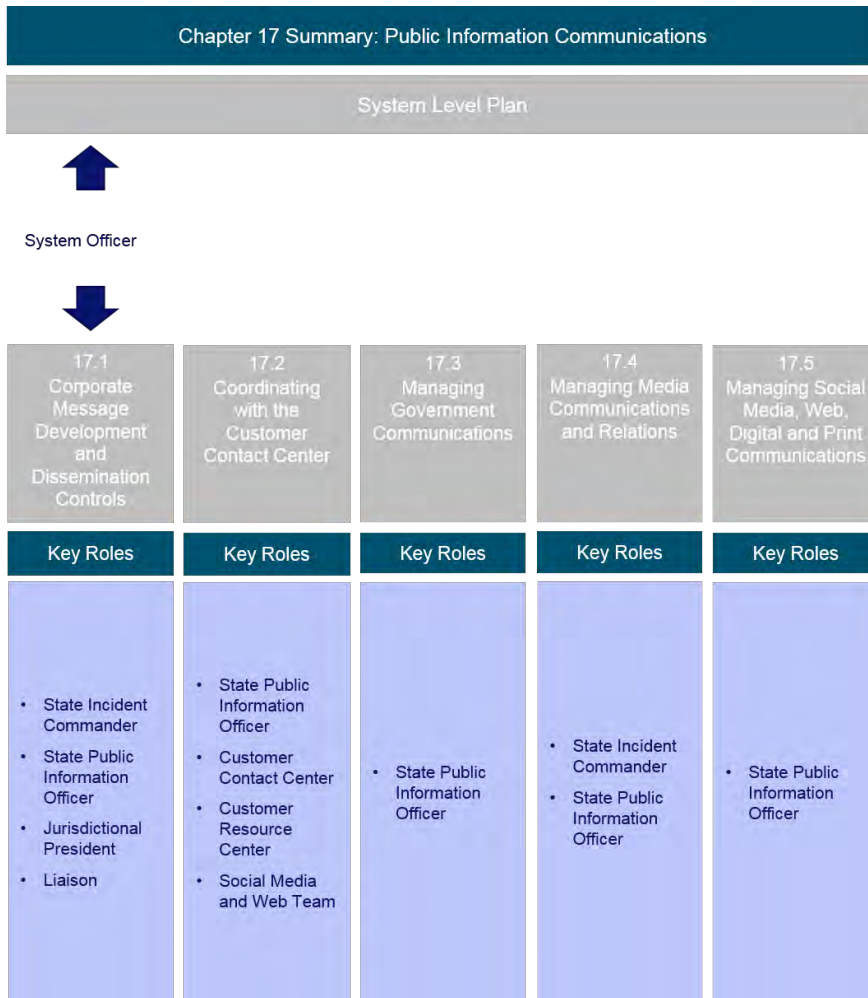
17.1 Corporate Message Development and Dissemination Controls

17.2 Coordinating with the Customer Contact Center

17.3 Managing Government Communications

17.4 Managing Media Communications and Relations

17.5 Managing Social Media, Web, Digital and Print Communications



17.1. Corporate Message Development and Dissemination Controls

The need for communicating with our customers, general public, news media and local officials is more important during emergency conditions, such as storms, load-shedding events, and other emergencies, than at any other time. During an extended gas system outage, for example, customers without gas service can become upset and expect restoration within a few hours after calling the Company. Obviously, this cannot always be accomplished, and often, due to widespread damage to the gas transmission and/or distribution system, large numbers of customers may be without service for many hours or even days before restoration.

It is important, therefore, that timely and accurate information about restoration efforts be announced as widely as possible and consider the input of the Jurisdictional Company Presidents. Often, the assurance that emergency restoration activities are underway may be sufficient to lessen customer concerns.

The development and delivery of a consistent corporate message entails gathering pertinent information about the emergency response effort, maintaining a current stakeholder

dissemination list, developing a dissemination plan and schedule, and delivering the message through a multitude of channels.

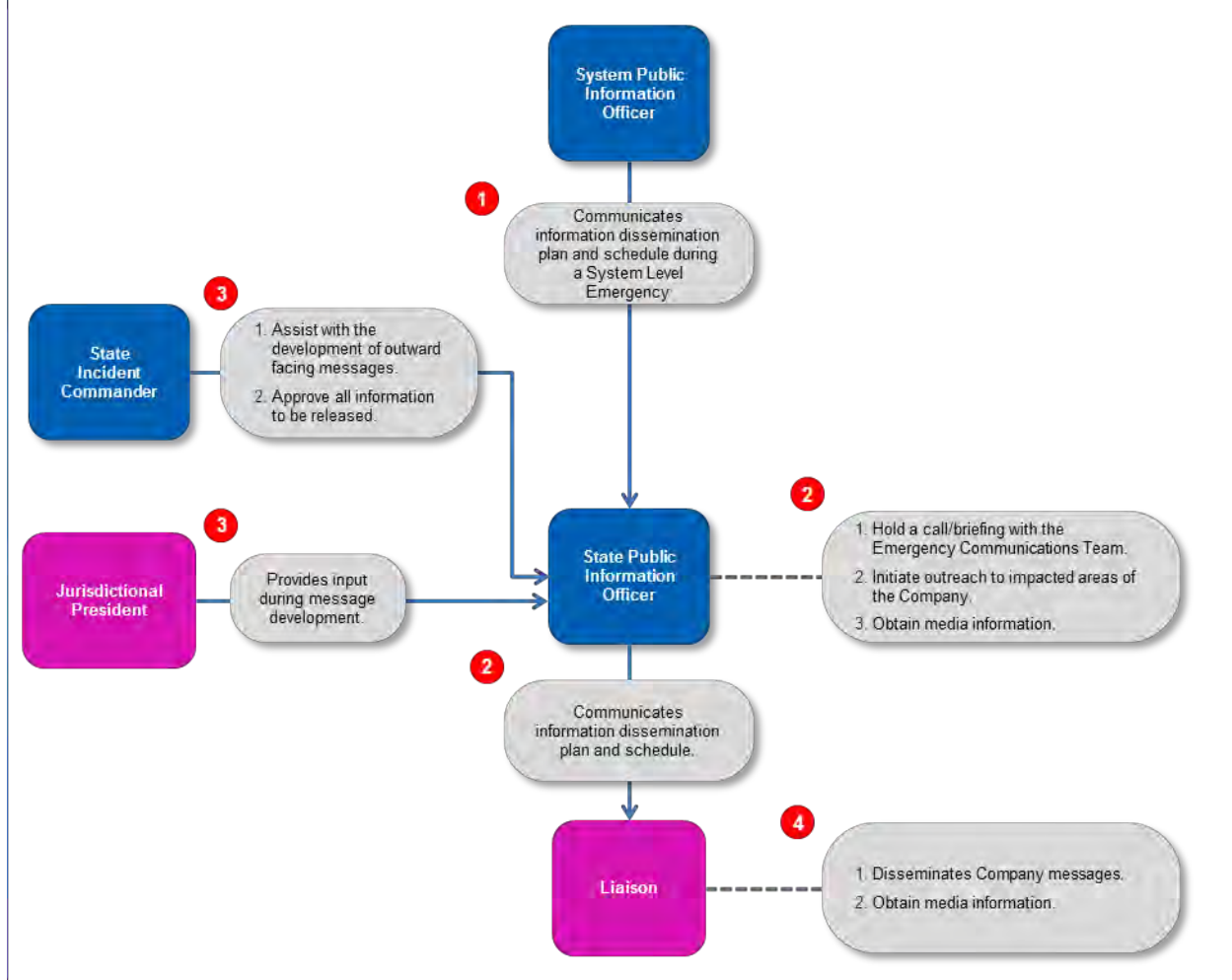
The State Public Information Officer is responsible for establishing points of contact throughout the company to gather information about the emergency response and communicating the information dissemination plan with the Emergency Communication Teams.

The State Public Information Officer will coordinate with the State Incident Commander and consider the input of the Jurisdictional Company Presidents to develop messages to be disseminated to the media, government, community leaders, regulators and employees through myriad channels including, but not limited to, the Customer Response Center, press conferences, web and social media, interviews, dedicated press phone lines and the State Liaison Officer. The State Incident Commander maintains ultimate authority for approving information to be released unless the System Level Plan is activated.

When the System Level Plan is activated, the System Public Information Officer is responsible for developing the message while the System Incident Commander retains authority for approving it. Approved messages will be distributed by the System Public Information Officer to the State Public Information Officer for distribution to personnel at the State and Operational Levels, respectively. The Liaison will disseminate these messages to external stakeholders.

Refer to Figure 44, “Corporate Message Development and Dissemination Controls Process Workflow” on the next page.

Corporate Message Development and Dissemination Controls Process Workflow



Roles and Activities

17.1.1. System Public Information Officer

- 17.1.1.1. Communicates with the State Public Information Officer regarding the information dissemination plan and schedule during a System Level emergency.

17.1.2. State Incident Commander

- 17.1.2.1. Works with the State Public Information Officer to develop messages and provide approval for all information to be released by the Company.

17.1.3. State Public Information Officer

- 17.1.3.1. Holds a call/briefing with the Emergency Communications Team prior to the emergency, when the emergency is anticipated, to discuss overall messaging strategy, Pre-Event messages, Internal Communications, Media Communications, Web and Social Media Strategy, Government and Regulatory Relations, and Community and Customer Messaging.
- 17.1.3.2. Develops messages in conjunction with the State Incident Commander to be disseminated to the media, government and community leaders, and employees.
- 17.1.3.3. Obtains approval from the State Incident Commander on all information to be released.
- 17.1.3.4. Disseminates messages to the media, government and community leaders, and employees in coordination with the State Operations Section Chief.
- 17.1.3.5. Obtains media information that may be useful for planning during the Service Restoration Stage.
- 17.1.3.6. Establishes contact with the System Public Information Officer during a System Level emergency and disseminates messaging to the State Level that was developed and approved at the System Level.

17.1.4. Community/ Emergency Management Liaisons

- 17.1.4.1. Communicates with the State Public Information Officer to get the information dissemination plan and schedule prior to an emergency, when practical, and maintains contact as needed throughout the emergency.
- 17.1.4.2. Disseminates messages developed by the State Public Information Officer to the media, government and community leaders, and employees in coordination with the State Operations Section Chief.
- 17.1.4.3. Obtains media information that may be useful for planning.
- 17.1.4.4. Periodically meets with the State Liaison Officer to align messaging and obtains the names and numbers of additional agencies, organizations and stakeholders to be added to the dissemination list.

17.1.5. Jurisdictional President

- 17.1.5.1. Provides input into the company message that will be disseminated to the media, government and community leaders, and employees.

17.2. Coordinating with the Customer Contact Center

The Customer Contact Centers are located in Metrotech and Syracuse, NY and are able to operate beyond normal conditions and can be operational 24 hours a day for the duration of an emergency with sufficient staffing to handle all customer calls.

The Customer Contact Center has the ability to reallocate available telephone lines, allowing for greater customer access during major gas outages.

Prior to an anticipated emergency, the Director of the Customer Contact Center, or his/her designee, based on a given gas emergency event and historical experience, makes resource staffing level decisions, establishes schedules to adequately handle the increased customer call volume, and coordinates additional resources to meet those requirements and answer calls in a timely manner.

The Director of the Customer Contact Center, or his/her designee, coordinates with Gas Dispatch and Scheduling to reschedule or cancel pre-scheduled customer non-emergency workload as necessary. Refer to Figure 45, “Coordinating with the Customer Contact Center Process Workflow” on the next page.

Coordinating with the Emergency Response Organization

The Customer Contact Center coordinates with multiple parts of the ERO to gather and disseminate information, including the State Public Information Officer, Community Liaisons, and Gas Emergency Operations Center.

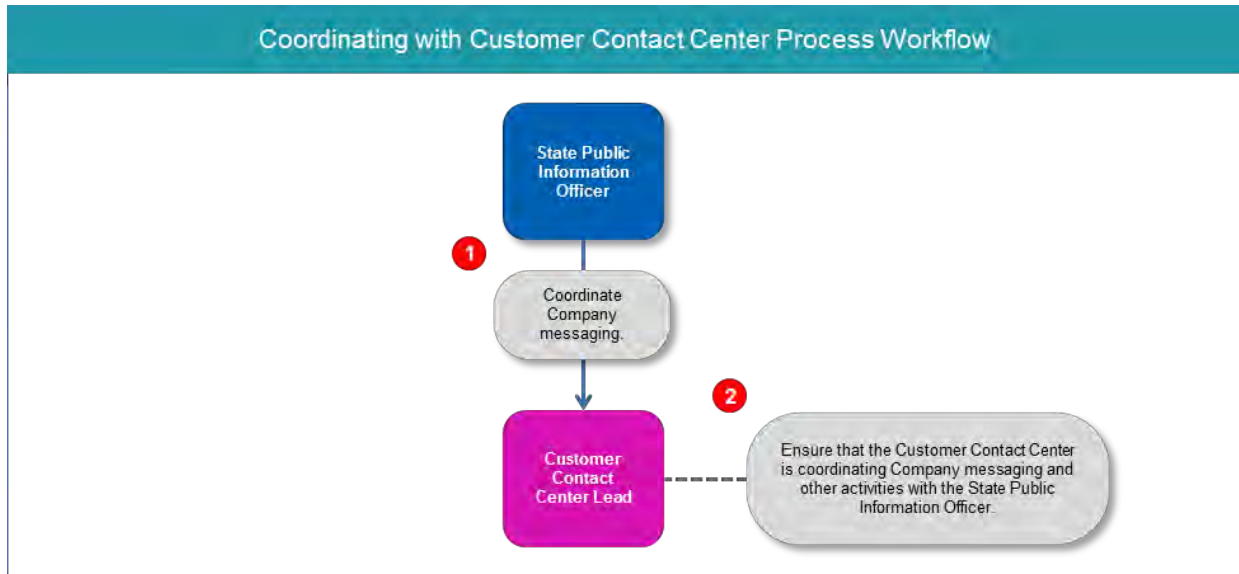
The Customer Contact Center Director receives the approved messaging developed by the State Public Information Officer to deliver communications to customers via the Company website, broadcast messaging system and IVR system (as covered in Chapter 17.3 of this ERP).

Critical Facility Gas Outages

The Director of the Customer Contact Center, or his/her designee, will work with the Community Liaison Managers to gather information about high priority gas system outages to develop consistent messaging for dissemination to Customer Call Center representatives. When the Gas Emergency Operations Center is activated, information from customers about high priority gas system outages will be passed to the Community Liaison by the Customer Contact Center. When the EOC is not activated, the customer information will be communicated with Gas Dispatch and Scheduling.

Handling of Customer Emergency Calls after Normal Business Hours

In areas where Dispatch and Scheduling handles customer emergency calls after normal business hours, depending on the breadth of the event, Dispatch and Scheduling may request that the Customer Contact Center redirect these calls back to the Customer Contact Center during these after-hours periods for the duration of the event.



Roles and Activities

17.2.1. State Public Information Officer

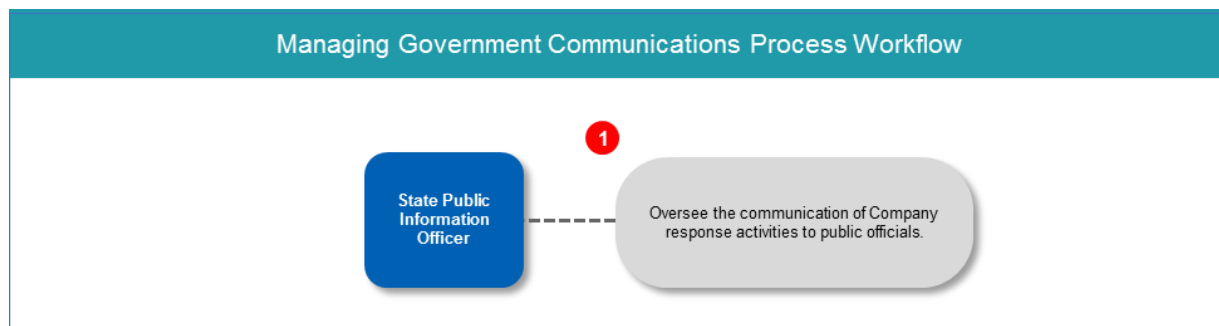
- 17.2.1.1. Coordinates messaging and other activities with the Customer Contact Center Director.

17.2.2. Customer Contact Center Director

- 17.2.2.1. Ensures that the Customer Contact Center is coordinating messaging and other activities with the Customer Response Center and the State Public Information Officer.

17.3. Managing Government Communications

Elected officials in the state of New York will be kept abreast of the Company's emergency response actions and status during an emergency via Government Relations. Government Relations will work closely with Community & Customer Management and the Public Information Officer to oversee the timeliness and continuity of message communications. Refer to Figure 46, "Managing Government Communications Process Workflow" below.



Roles and Activities

17.3.1. State Public Information Officer

- 17.3.1.1. Oversees the communication of Company response activities to public officials.

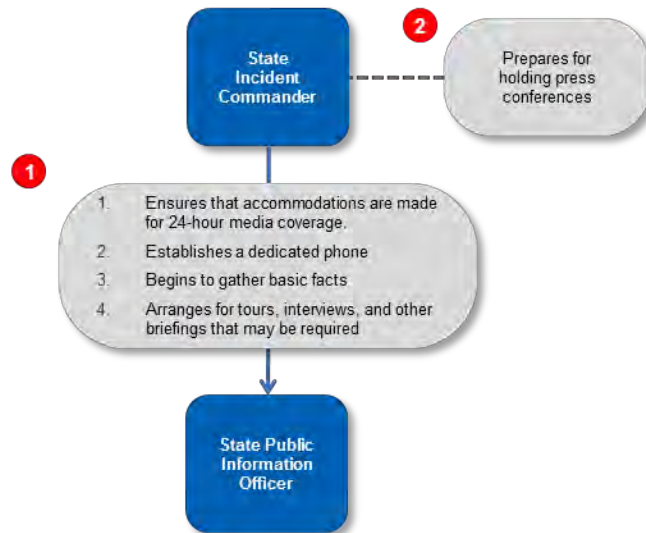
17.4. Managing Media Communications and Media Relations

The Company maintains a list of print and broadcast media contact information. The Media Relations team, supported by other designated spokespeople (including company executives) as appropriate, will handle all interactions with the media during an emergency. Media Relations will work with the Public Information Officer to determine the best means to disseminate information to the press, including news releases, news conferences and teleconferences, interviews, etc.

During Type 1 and 2 emergencies, a Media Relations Representative directed by the State Public Information Officer will be assigned to communicate directly with the New York EOC. This representative will maintain contact with local Media Relations Representative(s) in the affected area(s), either in the field or the EOC, and others in the Company as required.

Refer to Figure 47, "Managing Media Communications and Media Relations Process Workflow" below.

Managing Media Communications and Media Relations Process Workflow



Roles and Activities

17.4.1. State Incident Commander

- 17.4.1.1. Prepares for holding press conferences by working with the State Public Information Officer to compile the necessary briefing materials.

17.4.2. State Public Information Officer

- 17.4.2.1. Ensures that accommodations are made for 24-hour media coverage.
- 17.4.2.2. Establishes a dedicated phone line(s) for inquiries from the press.
- 17.4.2.3. Begins to gather basic facts about the crisis - who, what, where, and when and use this info to answer inquiries.
- 17.4.2.4. Arranges for tours, interviews, and other briefings that may be required.

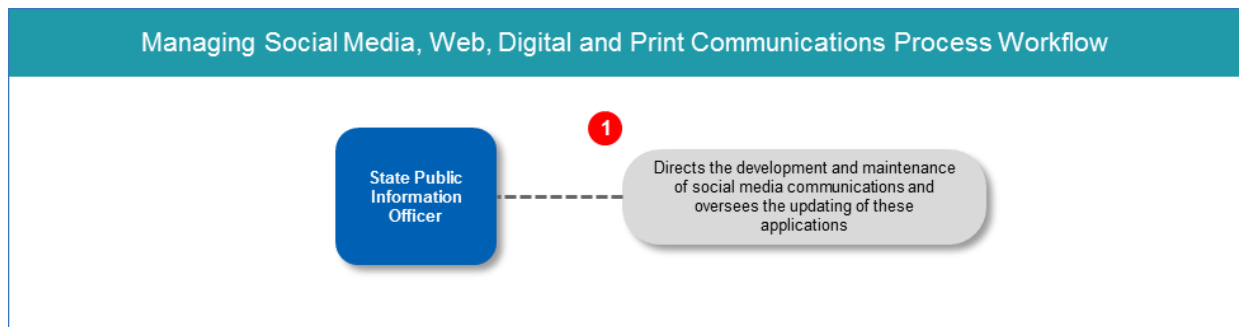
17.5. Managing Social Media, Web, Digital and Print Communications

Communication with customers necessitates the use of all available media, including new and popular media and/or technology. The Company has worked to enhance its existing customer communication channels and is also developing the use of new channels for customers to communicate with and receive important information from the Company. Currently, the Company is utilizing the following media in communicating with customers:

- Broadcast Text Alerts – The Company will only activate broadcast text message alerts for major emergencies and updates. At the peak of an emergency, the Company will not send more than four messages per day. Messaging should be relevant and actionable.
- Facebook – The Company maintains both a corporate and appropriate Facebook page for the impacted NYS region, (LI, NYC, Western NY, Eastern NY, Central NY) where customers can receive information specific to their region.
- YouTube – The Company provides videos on outages and restoration for viewing.
- Twitter – The Company utilizes Twitter to keep customers informed.
- Email Notifications – The Company continues to promote the use of email to communicate with customers during emergencies.
- Print and Broadcast Outlets – as conditions warrant, the Company may place advertising with print and/or broadcast outlets to convey safety, event restoration status, projections for service restoration or other emergency information.

The State Public Information Officer is responsible for directing the Customer Response Center's management of social media communications. In addition, they will oversee the updating of these applications, where needed, during major emergencies.

Refer to Figure 48, "Managing Social Media, Web, Digital and Print Communications Process Workflow below.



Roles and Activities

17.5.1. State Public Information Officer

- 17.5.1.1. Directs and provides messaging to the Customer Response Center for customer social media, web, digital and print communications and

oversees the updating of these applications, where needed, during major emergencies.

Chapter 18: Liaison Interactions



18. Liaison Interactions

Introduction

The purpose of Liaison Interactions is to identify how the Company interacts and coordinates with outside agencies responding to the emergency.

The processes and activities in this chapter are initiated once the event has been classified and the response plan has been activated and the level of decentralization is determined (as covered in Chapter 4 of this ERP) and personnel have been activated to fill ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 49, “Liaison Interactions High Level Overview” on the next page.

When carrying out coordinating support logistics activities, issues and decisions may be escalated through the System Level Plan for the following processes:

- ▶ Managing State Agency Coordination
- ▶ Managing Regulatory Affairs
- ▶ Managing Federal Agency Coordination
- ▶ Coordinating with Other Responding Agencies

Processes

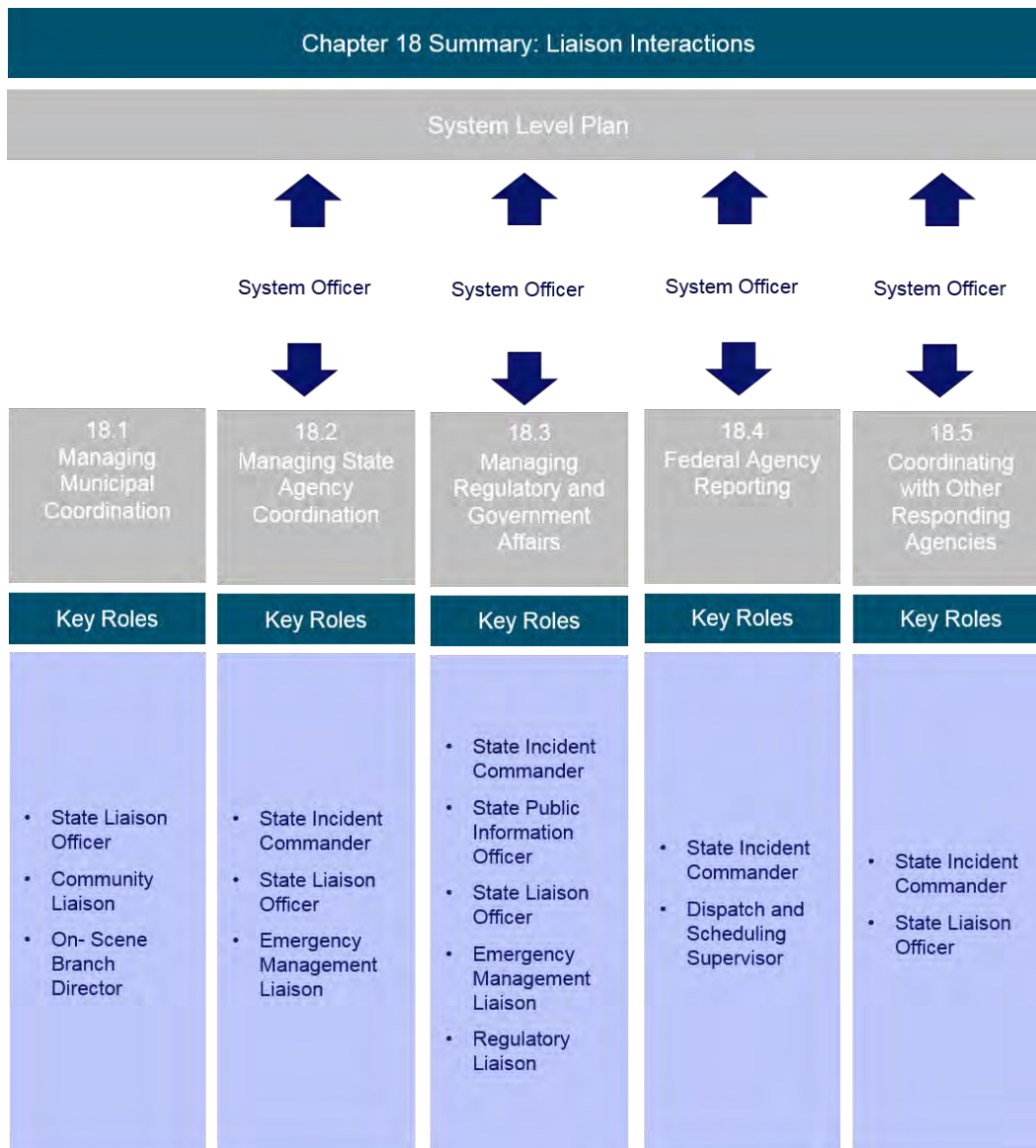
18.1 Managing Municipal Coordination

18.2 Managing State Agency Coordination

18.3 Managing Regulatory and Government Affairs

18.4 Managing Federal Agency Reporting

18.5 Coordinating with Other Responding Agencies



Liaison Interactions Overview

The interactions between the Company and outside agencies responding to an emergency are handled at both the State and Operational Levels of the Company's ERO.

When the New York State Department of Homeland Security (NYSDHS) EOC Bunker, located in Albany, is activated, the PSC may, in turn, request utilities to be present to support the PSC's response and coordination with other state government agencies and other stakeholders, such as the National Guard and American Red Cross. The utilities serve under the direction of the PSC Staff.

The Municipal/Community Liaison typically handles the interactions and response coordination with municipal government and other stakeholders present in the Community EOCs.

Community EOCs are headed by the town Emergency Management Director, who is often the

fire or police chief, and other agencies typically represented in the EOC include town officials, local emergency response organizations and town public works.

The only interactions with agencies represented in the NYSDHS and Community EOCs not handled by the State Liaison Officer or Municipal and Community Liaison include interactions with other utilities, which are handled by Emergency Planning and the Special Request Coordinator and interactions with municipal public works, which are handled by the Special Request Coordinator.

The Company and outside agencies typically communicate information on the availability of response resources, needs and activities being carried out by the outside agency, status updates, and the continuing need for representation in the respective EOC, among others.

Federal Agencies may be involved during major emergencies but would interact with the System Liaison Officer.

18.1. Managing Municipal Coordination

During a gas emergency, the National Grid response will focus on making hazardous conditions safe. However, the total emergency response may require the services of fire, police emergency response, and/or municipality personnel. This section describes responsibilities and the relationship between these emergency response organizations so that National Grid may effectively coordinate with them at the emergency scene. During day to day operations National Grid Emergency Planning, Customer and Community Management and Government Relations all interact with local government agencies which enhance our knowledge of their responsibilities and resources. The specific response organizations that are responsible for areas containing National Grid infrastructure are detailed in National Grid Policies and Work Methods. National Grid procedures provide for the initial notification of public emergency response personnel. These procedures also provide for follow-up communication with responding police and fire personnel to communicate incident specific information and the location of a Command Post and/or Emergency Operations Center, if one or both has been established.

During an emergency response, the State Liaison Officer will be responsible for coordinating activities with Critical Facilities, municipal emergency managers, local public safety officials and emergency responders and/or their designees. This coordination can take place via the Community Liaison Program, which is described in detail below:

- The Community & Customer Manager is the primary liaison between the Company and each municipality and is established to develop relationships between the Company and municipal officials to better respond to the community needs during a restoration effort. During a Level 1 Emergency, additional employees who are trained as Community Liaisons are deployed to supplement the Community and Customer Manager.

- Each Community Liaison will have access to gas system maps and up-to-date customer outage information. In addition, the Community Liaison will have all the key contact, facility and other municipal information to facilitate communications.
- During an Event, each Community Liaison will provide customer outage information daily to the liaison's respective city or town as part of the Gas Operations Status Update Report (which is described in more detail in Chapter 21.2 of this ERP).
- The Community Liaison utilizes the maps and outage reports to respond to inquiries from state and local officials and relevant regulatory agencies.

In addition to utilizing Community Liaisons to coordinate with municipalities, the Company can deploy its Mobile Emergency Operations Center (MEOC) and Community Assistance Vehicles (CAVs) to heavily damaged areas, as necessary, or assign Company personnel to Company On-Scene Command Centers if the command centers are established as part of the Company's emergency response. The MEOC and CAVs have capabilities such as phone charging, internet access, and radios (MEOC only) and are typically utilized for community and customer engagement.

On an annual basis (during normal operations), the Company will conduct activities to ensure coordination with the proper authorities during an emergency. These activities include conducting planning and training, distributing the ERP and maintaining a list of emergency contact information for local officials and emergency response personnel.

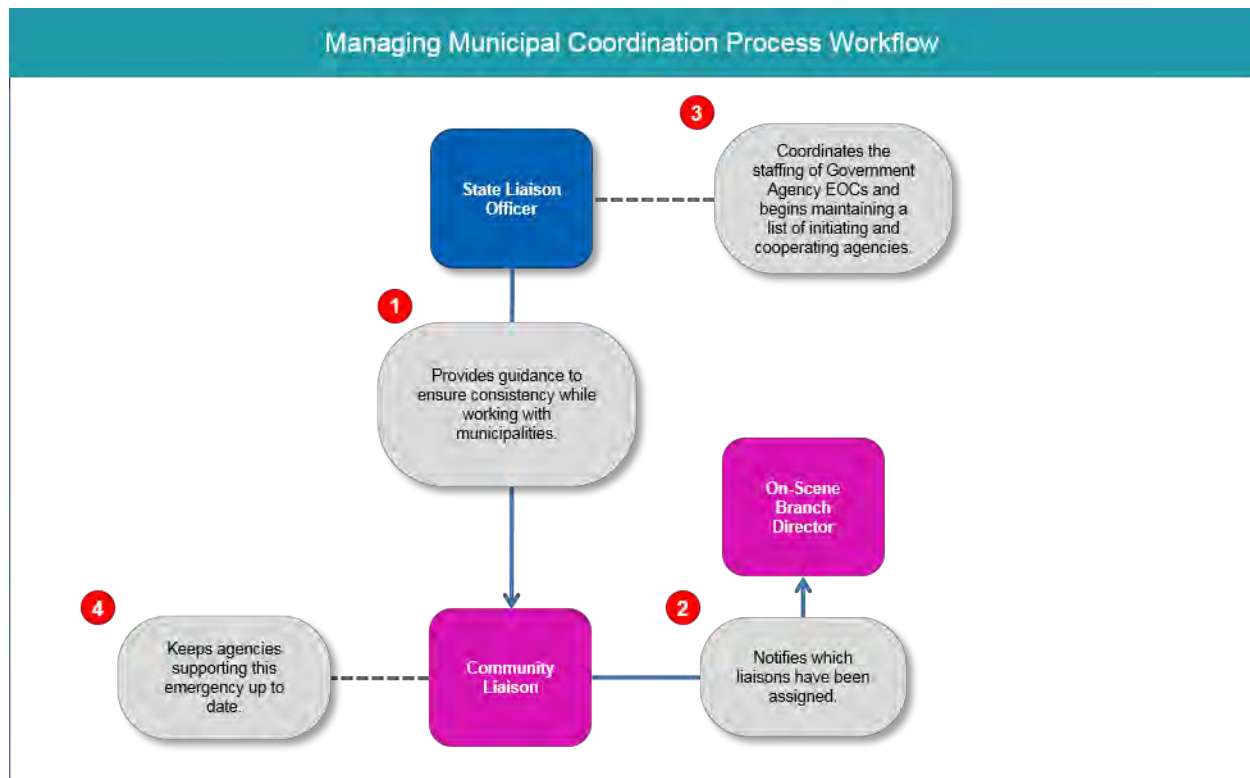
Refer to Figure 50, "Managing Municipal Coordination Process Workflow" on the next page.

Advanced Planning and Training

Community & Customer Management will offer annual Government/Public Safety Official Meetings with:

- Appropriate local elected and appointed officials of each of the cities and towns (where gas service exists) to ensure the effective and efficient flow of information between Company and local elected/appointed officials during an emergency, and
- State and local public safety officials of each of the cities and towns where gas service is provided to ensure the effective and efficient coordination between Company and local public safety officials during an emergency and to review Company policies and procedures.

The Company provides advance notice to invitees of each of the meetings identified above to ensure appropriate attendance and participation.



Roles and Activities

18.1.1. State Liaison Officer

- 18.1.1.1. Coordinates the manning of government agencies' EOCs when directed to do so by the State Incident Commander including establishing a rotation of personnel when these EOCs are anticipated to be opened for more than 12 hours.
- 18.1.1.2. Keep agencies supporting the emergency aware of the emergency status, including:
 - Identification of a contact person/supervisor for each agency/stakeholder,
 - Discussion of the emergency and plans for restoration,
 - Information on various resources and support services available to the agencies/stakeholders, and
 - When service to all customers has been restored.

- 18.1.1.3. Interacts with government representatives and establishes a rotation of personnel when these are anticipated to be opened for more than 12 hours.

18.1.2. Community Liaison

- 18.1.2.1. Contacts the assigned Emergency Management Director or local Incident Commander of the individual community as forecasts for an impending weather emergency become more certain.
- 18.1.2.2. When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.
- 18.1.2.3. Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.

18.1.3. On-Scene Branch Director

- 18.1.3.1. Considers health and safety related prioritization requests from the Community Liaisons and incorporates into the restoration plan in order to align the restoration priorities with the health and safety needs of the community.

18.2. Managing State Agency Coordination

State authorities with responsibility for assessing National Grid's response to an emergency are notified for those classified events based upon their guidelines.

For incidents that initiate activation of State Emergency Operations Centers, specific National Grid representatives have been designated and may be deployed as Company Liaisons at the respective State EOC for the duration of the event. Company Liaisons will coordinate communications, have the ability to view gas system mapping, and will provide customer outage update reporting daily, as required.

State authorities with responsibility for assessing National Grid's response to an emergency are notified for those classified events based upon their guidelines. The Company will also look for support from state agencies to support the utility response such as arranging for the National Guard to assist with clean-up efforts.

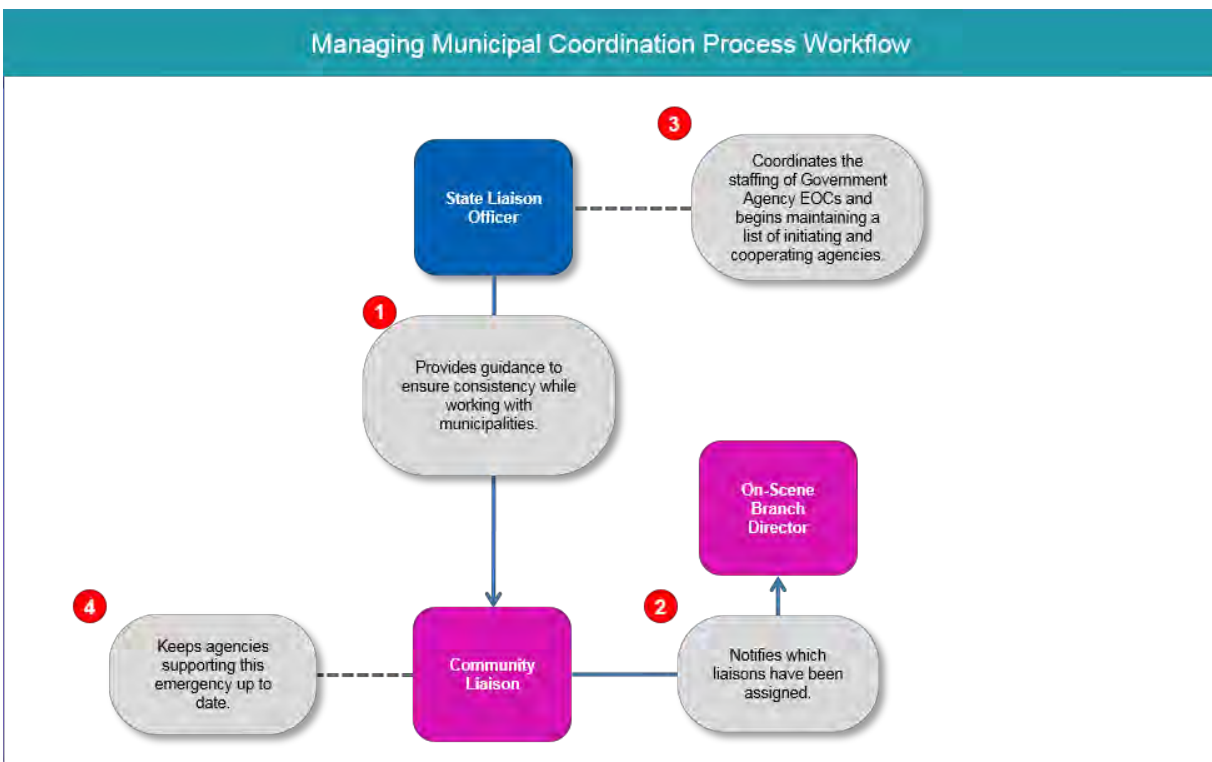
At Event Level 2, the Company will provide a liaison to the NYSDHS EOC in Albany upon implementation of the emergency response plan, and will designate an employee or employees to remain stationed at the NYSDHS's emergency operations center for the length of the

emergency The Emergency Management Liaison reports to the State Liaison Officer and will be responsible for coordinating restoration activities with NYSDHS and providing NYSDHS emergency managers with daily customer outage information as part of the Gas Operations Status Update Report (which is described in more detail in Chapter 21.2 of this ERP).

During an emergency, NYSDHS will typically assist with the following functions:

1. Assistance with coordinating work permits to allow the entry of foreign (Canadian crews) or out of state crews to aid in emergency restoration.
2. Assistance with facilitating crew movements by coordinating escorts as required.
3. Assistance with coordinating and/or logistical support functions that may be required during a gas emergency including liaising with other state and federal agencies as required.
4. Providing situational information, such as road closures, to facilitate the movement of crews and resources.

Refer to Figure 51, “Managing State Government Relations Process Workflow” below.



Roles and Activities

18.2.1. State Incident Commander

- 18.2.1.1. Directs the State Liaison Officer to coordinate manning of the NYS DHSES EOC.

18.2.2. State Liaison Officer

- 18.2.2.1. Coordinates the manning of the NYS DHSES EOC as requested by the State Incident Commander.
- 18.2.2.2. Begins maintaining a list of assisting and cooperating agencies/representatives.
- 18.2.2.3. Establishes contact with the System Liaison Officer during a System Level emergency.

18.2.3. Emergency Management Liaison

- 18.2.3.1. Liaises and meets with the state emergency management agencies on a regular basis to prepare for emergency coordination efforts. Prior to meeting with agencies and stakeholders:
 - Review incident objectives,
 - Company requests for assistance from or coordination with other agencies,
 - Determine status of outstanding requests from other agencies, and
 - Availability of personnel and equipment available to assist other agencies.
- 18.2.3.2. Provides outage information to NYS DHSES representatives on a regular basis.
- 18.2.3.3. Assists with the prioritization and coordination of State Level requests as required.

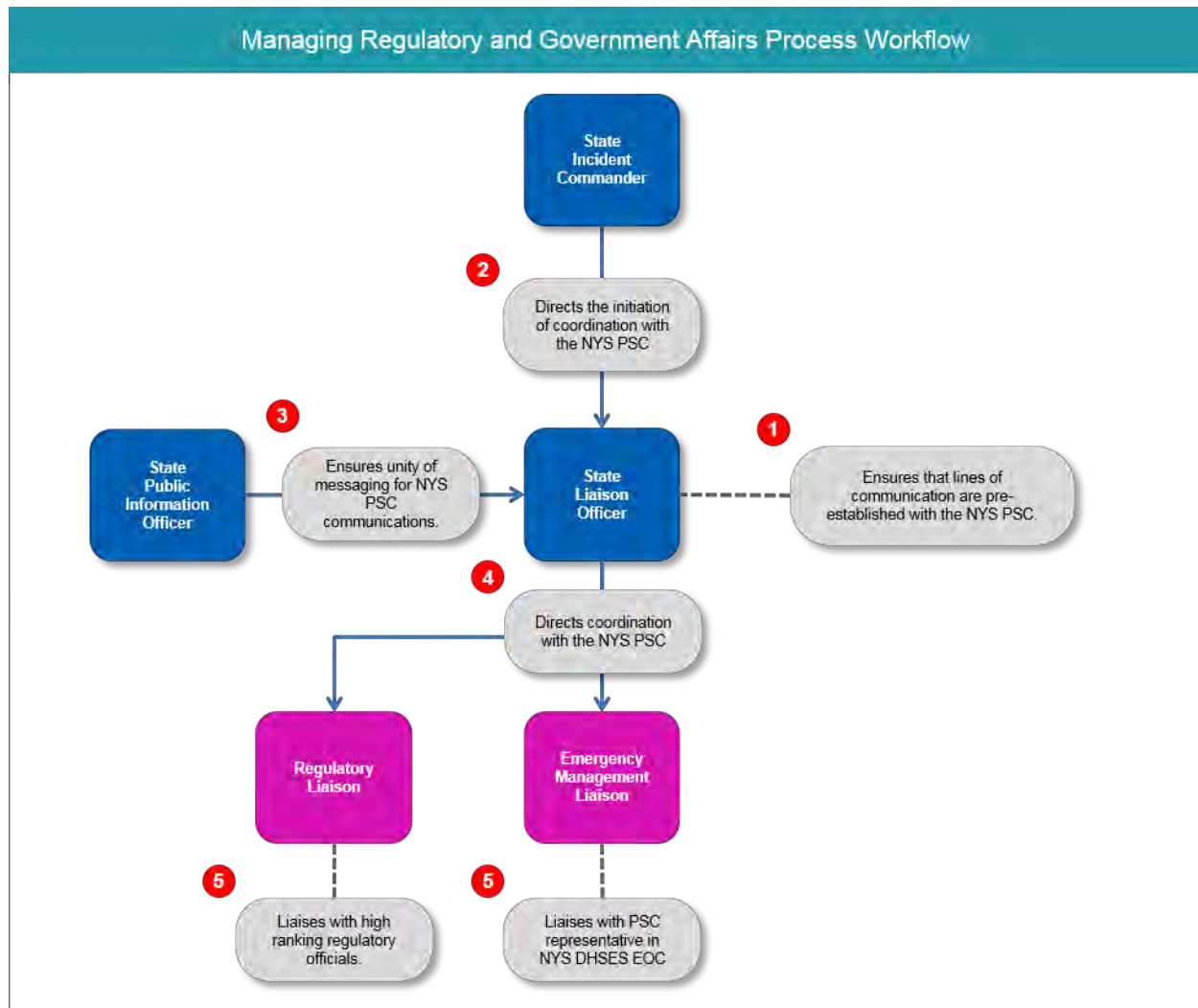
18.3. Managing Regulatory and Government Affairs

The NYS PSC will be kept abreast of the Company's emergency response actions and status during an emergency. The Company's Dispatch and Scheduling Organization will provide an initial telephone call to the PSC to report a Level 1 Emergency. Throughout the emergency the NYS PSC will be kept informed about the Company's restoration status by the Regulatory Liaison.

The Company's Emergency Management Liaison present in the NYS DHSES EOC will also coordinate with the NYS PSC representative and the Company utilizes a Regulatory Liaison to coordinate with high ranking regulatory officials during Emergencies. These high ranking regulatory officials serve as the primary point of contact for the New York executive branch.

Both the ERO and Regulatory Liaisons will work closely with the State Public Information Officer to oversee the timeliness and unity of message communications.

Refer to Figure 52, “Managing Regulatory Affairs Process Workflow” below.



Roles and Activities

18.3.1. State Incident Commander

- 18.3.1.1. Directs State Liaison Officer to coordinate with the NYS PSC.

18.3.2. State Public Information Officer

- 18.3.2.1. Coordinates with the State Liaison Officer to ensure the unity of communications with the Company's regulatory agencies during an emergency.

18.3.3. State Liaison Officer

- 18.3.3.1. Ensures that lines of communication are pre-established with the Company's regulatory agencies prior to an emergency.
- 18.3.3.2. Manages Liaisons coordinating with the NYS PSC, including the NYS PSC representative in the NYS DHSES EOC and other high ranking regulatory officials as required.

18.3.4. Emergency Management Liaison

- 18.3.4.1. Liaises with the NYSPSC representative in the NYS DHSES EOC as required.

18.3.5. Regulatory Liaison

- 18.3.5.1. Liaises with high ranking regulatory officials as required.

18.4. Federal Agency Reporting

The U.S Department of Transportation (Pipeline and Hazardous Materials Safety Administration - PHMSA) is notified when there is an event that involves a release of gas from a pipeline, or of liquefied natural gas, liquefied petroleum gas, refrigerant gas, or gas from an LNG facility, and that results in one or more of the following consequences, (i) a death, or personal injury necessitating in-patient hospitalization, (ii) estimated property damage of \$50,000 or more, including loss to the operator and others, or both, but excluding cost of gas lost, or (iii) unintentional estimated gas loss of three million cubic feet or more. Furthermore, notification is required for an event that is significant in the judgment of the operator, even though it does not meet these criteria. Notification to DOT or FERC for LNG events requires the approval of the Senior VP or appropriate VP.

In accordance with a PHMSA recommendation, notification will be provided immediately to the Public Safety Answering Point (PSAP) for the communities and jurisdictions in which either of the following three conditions occur to determine whether the PSAP has any abnormal activity in the area:

- There is an unexpected drop in system pressure
- There is an unanticipated loss of SCADA communications
- There are reports from field personnel of an incident

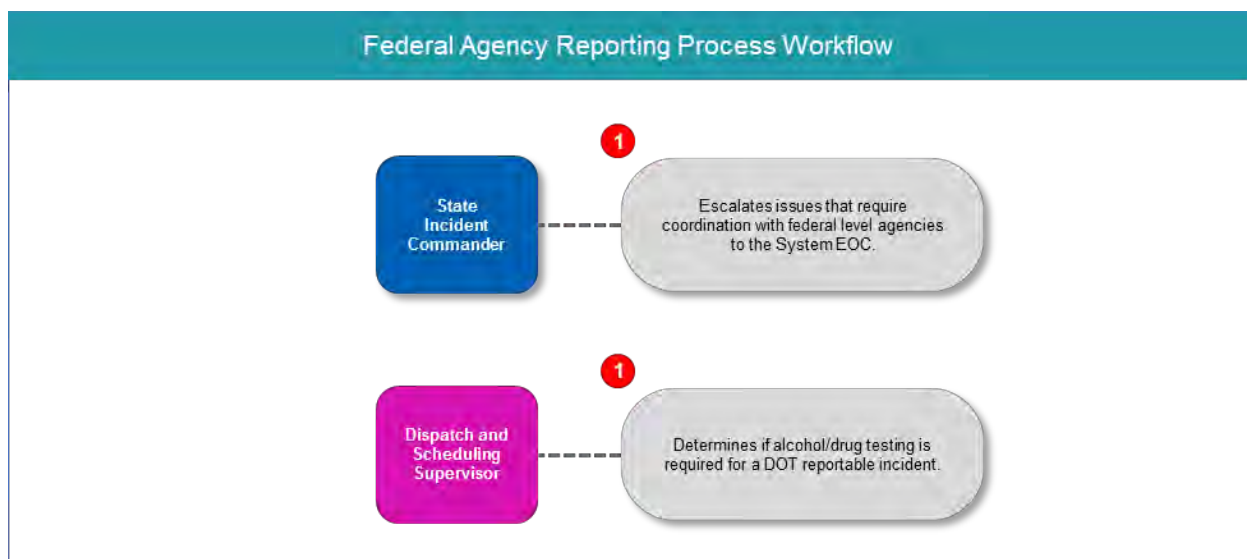
In addition to the above, the Company will provide contact immediately to the PSAP(s) when there is any indication of an emergency condition that may have a potential adverse impact on

public safety or the environment. These “indications” include odors, unexplained noises, product releases, explosions, fires, etc. as these reports may not have been linked to a possible pipeline incident by callers calling 911.

For DOT Reportable Incidents (those classified as A or A1) an evaluation of the incident conditions (including activities preceding the event) will be performed to determine whether or not company or contractor personnel may or may not have contributed to the incident. If the actions of any such personnel cannot be eliminated as having caused or contributed to the incident, consideration must be given to performing drug and/or alcohol testing per US DOT regulations. Where indicated, actions will be taken to accomplish alcohol testing within a 2 – 8 hour period of the incident, and/or drug testing within a 32-hour period of the incident.

Interactions with responding agencies at the federal level (other than the US DOT) such as FEMA are typically handled by Company personnel at the System Level. Situations that require coordinating with these agencies are escalated to the appropriate System Level personnel through the System EOC.

Refer to Figure 53, “Managing Federal Government Relations Process Workflow” below.



Roles and Activities

18.4.1. State Incident Commander

- 18.4.1.1. Escalates issues that require coordination with federal level agencies to the System EOC.

18.4.2. Dispatch and Scheduling Supervisor

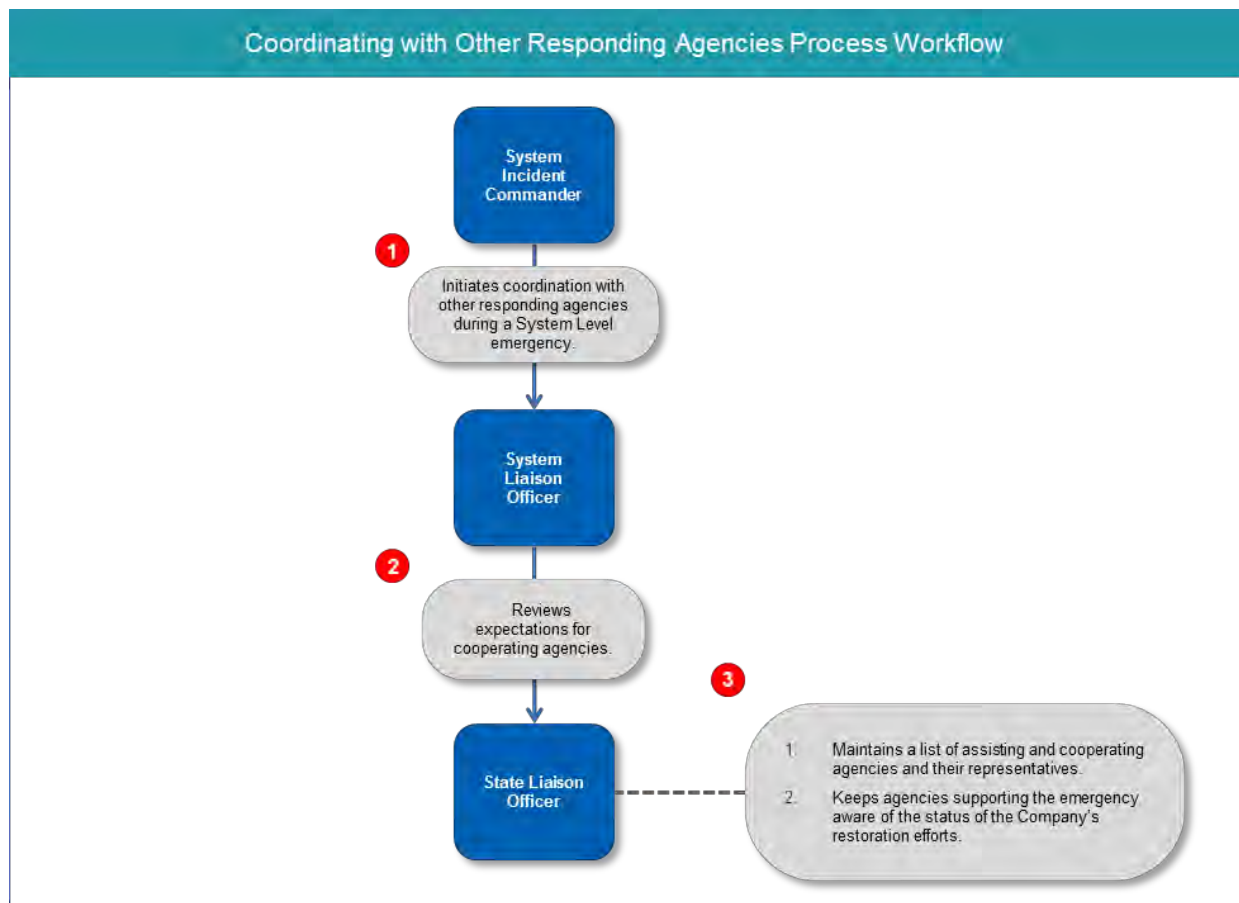
- 18.4.2.1. For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may

not have contributed to the incident. Upon determination, communicate the need for completion of:

- Alcohol testing within a 2 – 8-hour period of the incident.
- Drug testing within a 32-hour period of the incident.

18.5. Coordinating with Other Responding Agencies

Interactions with other agencies operating throughout the state during an emergency, such as the Red Cross, are overseen by the State Liaison Officer as needed. Refer to Figure 54, “Coordinating with Other Responding Agencies Process Workflow” shown below.



Roles and Activities

18.5.1. System Liaison Officer

- 18.5.1.1. Establishes contact with the State Liaison Officer during System Level emergencies to coordinate with other responding agencies, as required.

18.5.2. State Incident Commander

- 18.5.2.1. Reviews expectations for cooperating agencies with State Liaison Officer prior to State Liaison Officer meeting with them.

18.5.3. State Liaison Officer

- 18.5.3.1. Maintains a list of assisting and cooperating agencies and their representatives.
- 18.5.3.2. Keeps agencies supporting the emergency aware of the status of the Company's restoration efforts. Prior to meeting with Agency Representatives and Stakeholders:
- Review incident objectives,
 - Company requests for assistance from or coordination with other agencies,
 - Determine status of outstanding requests from other agencies, and
 - Availability of personnel and equipment available to assist other agencies.
- 18.5.3.3. Establishes contact with the System Liaison Officer during a System Level Emergency.

Chapter 19: Safety, Health and Environmental Coordination



19. Safety, Health and Environmental Coordination

Introduction



The safety of employees, contractors and the public and the implementation of responsible environmental practices are two of the Company's core values. This chapter identifies how the Company ensures the safety of employees, contractors and the public and remediates environmental hazards during an emergency.

The processes and activities in this chapter are initiated following a Safety or Environmental incident once the event has been classified, the ERO has been activated and personnel have been activated to fill the required ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 55, "Safety, Health and Environmental Coordination High Level Overview."

When carrying out safety, health and environmental activities, issues and decisions may be escalated through the System Level ICS for the following processes:

- ▶ Safety and Health Coordination
- ▶ Environmental Impact Coordination

Processes

19.1 Safety and Health Coordination

19.2 Environmental Impact Coordination

Safety, Health and Environmental Coordination Overview

The safety of employees, contractors and members of the public remains the primary focus throughout our restoration activities. All employees affiliated with National Grid are expected to stop work and take necessary actions to:

- ▶ Correct any unsafe or hazardous conditions
- ▶ Identify, report and/or remediate environmental hazards

There is an increased risk of an incident during an emergency; therefore, it is paramount that the Company follows its well-established safety,

health and environmental processes to ensure the safety of the general public, employees and contract partners. The Company's goal is to make safe any hazardous condition related to the gas system, to coordinate activities with public safety organizations, and to safely and promptly restore gas service to customers affected by the emergency and minimize any additional interruption of service caused by repair activities.

To minimize this risk, the Company employs a three-pronged approach to address safety, health and environmental impacts during an emergency comprised of:

1. Prevention through proactive means such as education, personnel on-boarding, safety messages, training and Safety Briefs, to name a few,
2. The enforcement of policies through inspections and audits, and
3. A process to promote continuous improvement through incident reporting and analysis functions.

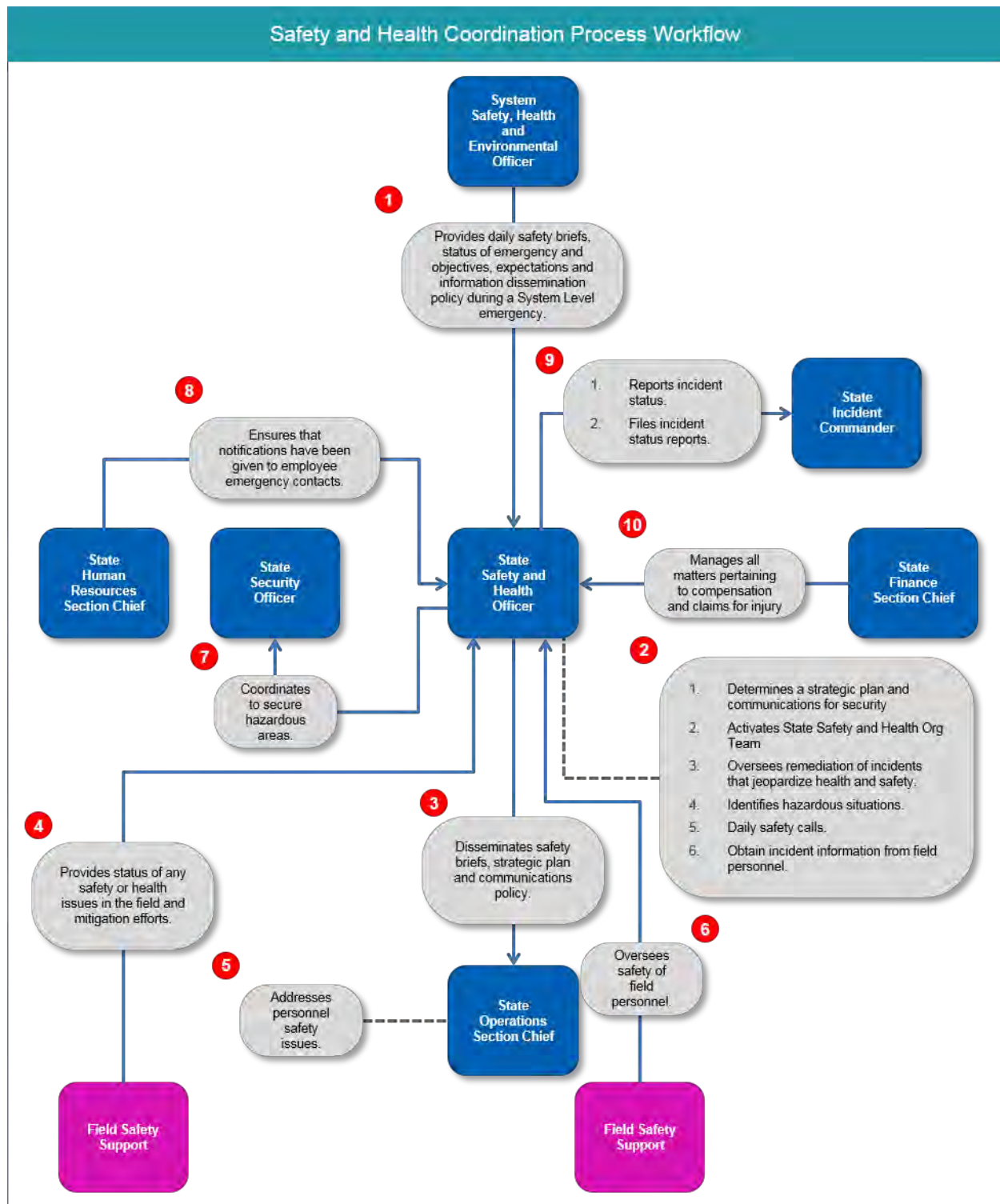
19.1. Safety and Health Coordination

The System Safety, Health and Environmental Officer will arrange to provide dedicated safety and health staff for designated and specified work locations. This dedicated staff will conduct business in accordance with direction provided by System, State and Operational Level leadership. The safety and health professionals will be assigned to work with local supervision regarding the restoration effort and will conduct field observations/audits, incident analyses, and training in accordance with the established roles and responsibilities. Furthermore, the safety and health professionals will act as a liaison between Supervisors and outside utilities concerning any safety and health-related activity or situation.

During a restoration emergency, there are numerous factors that can create hazardous conditions. These include but are not limited to:

- Difficult working conditions,
- Unusual or unforeseen hazards,
- Extended work hours,
- Pressure to restore service quickly,
- Expanded employee responsibilities during restoration,
- Public Interactions and unsanitary conditions.

Refer to Figure 56, “Safety and Health Coordination Process Workflow” below.



Roles and Activities

19.1.1. System Safety, Health and Environmental Officer

- 19.1.1.1. Provides daily safety briefs, status of emergency and objectives, expectations and information dissemination policy during a System Level Emergency.

19.1.2. State Incident Commander

- 19.1.2.1. Oversees safety and health incident response and receives incident reports from the State Safety and Health Officer.

19.1.3. State Safety and Health Officer

- 19.1.3.1. Directs the activation of a State Safety and Health Organization Team.
- 19.1.3.2. Ensures that hazardous situations are identified, inspections of staging areas, emergency work practices, and equipment are conducted, and on-boarding materials are available.
- 19.1.3.3. Ensures that daily safety calls and a daily sampling of safety brief effectiveness are conducted with contractor safety personnel.
- 19.1.3.4. Ensures that safety performance is tracked.
- 19.1.3.5. Assesses the need for safety and fire protection supplies and make arrangements to acquire needed supplies if so approved by the State Incident Commander.
- 19.1.3.6. Relays key facts about a safety incident to the System Safety, Health and Environmental Officer during a System Level Emergency.
- 19.1.3.7. Determines a strategic plan for safety.
- 19.1.3.8. Assigns, coordinates and schedules qualified and competent safety & health professionals to the restoration area based on the classification and location of the emergency situation and obtains and distributes contact information.
- 19.1.3.9. Assesses the need for outside safety and industrial hygiene resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.
- 19.1.3.10. Ensures medical services are available, as needed.
- 19.1.3.11. Coordinates incident analysis, field audits, training and regulatory inquiries.

- 19.1.3.12. Assesses the need for outside Safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks.
- 19.1.3.13. Acts as a liaison between Supervisors and outside utilities concerning any safety & health-related activities or incidents.
- 19.1.3.14. In case of a safety incident, communicates with Field Safety Support to obtain the following information:
- Status of the situation,
 - Actions taken or being taken to mitigate the incident,
 - Number and seriousness of injuries (personnel and public),
 - Extent of any additional personnel or public exposure or impact as a result of the incident,
 - Any other information necessary for the State Incident Commander to be fully informed of Safety impacts and concerns during the incident management,
 - Outside emergency agencies responding to the incident and any additional resources required or requested,
 - Support needed from internal organizations to protect the safety of employees, the public, or Company facilities,
 - Instructions or additional information that may need to be communicated with employees or the public relating to safety, and
 - Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.
- 19.1.3.15. Ensures all investigations are managed to closure.
- 19.1.3.16. Ensures that safety and health personnel have been accounted for prior to their release from affected locations.
- 19.1.3.17. Reviews for approval any Operational or State Level safety-related communications to employees or the public to ensure that the communications conform to the strategic safety plan.
- 19.1.3.18. Ensures that Safety Incident Reports (as described in Chapter 21.1 of this ERP) are filed with the State Incident Commander.
- 19.1.3.19. Ensures that permits are closed out.

19.1.4. Safety Coordinator

- 19.1.4.1. Attends EOC meetings where work plans are discussed so that safety coverage can be addressed to assist those activities.
- 19.1.4.2. Provides materials to help the business perform safety communications and/or briefings during the emergency to focus employees and contractors toward working safely.
- 19.1.4.3. In the event foreign crews need to be briefed on Company safety procedures, assists in the communications to these workers.
- 19.1.4.4. Works with the ERO and related Company organizations to assess staging areas where people, equipment and/or fuel are located to ensure no additional risks are created.
- 19.1.4.5. Provides field resources to visit with crews and work with the ERO on any significant incidents occurring during the event.
- 19.1.4.6. Tracks safety related incidents occurring as a result of the emergency and uses that to target new communications for following day's activities.
- 19.1.4.7. Identifies and mitigates hazardous situations.
- 19.1.4.8. Initiates preliminary investigation of accidents within the incident area.
- 19.1.4.9. Reviews and approves the Medical Plan.
- 19.1.4.10. Participates in planning meetings.

19.1.5. State Security Officer

- 19.1.5.1. Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.

19.1.6. State Finance Section Chief

- 19.1.6.1. Manages all administrative matters pertaining to compensation for injury and claims-related activities for an incident.

19.1.7. State Human Resources Section Chief

- 19.1.7.1. Ensures that notifications have been given to the employee's emergency contacts in the event of a serious injury or death.

19.1.8. State Operations Section Chief

- 19.1.8.1. Ensures personnel safety issues are addressed while coordinating this work with field personnel.

19.2. Environmental Impact Coordination

The System Safety, Health and Environmental Officer will arrange to provide dedicated Environmental staff for designated and specified work locations. This dedicated staff will conduct business in accordance with direction provided by System, State and Operational Level leadership. The environmental professionals will be assigned to work with local supervision regarding the restoration effort and will conduct field observations/audits, incident analyses, and training in accordance with the established roles and responsibilities. Furthermore, the environmental professionals will act as a liaison between Supervisors and outside utilities concerning any environmental-related activity or situation.

The Company has developed five documents that contain the processes utilized by environmental incident personnel when responding to an environmental incident.

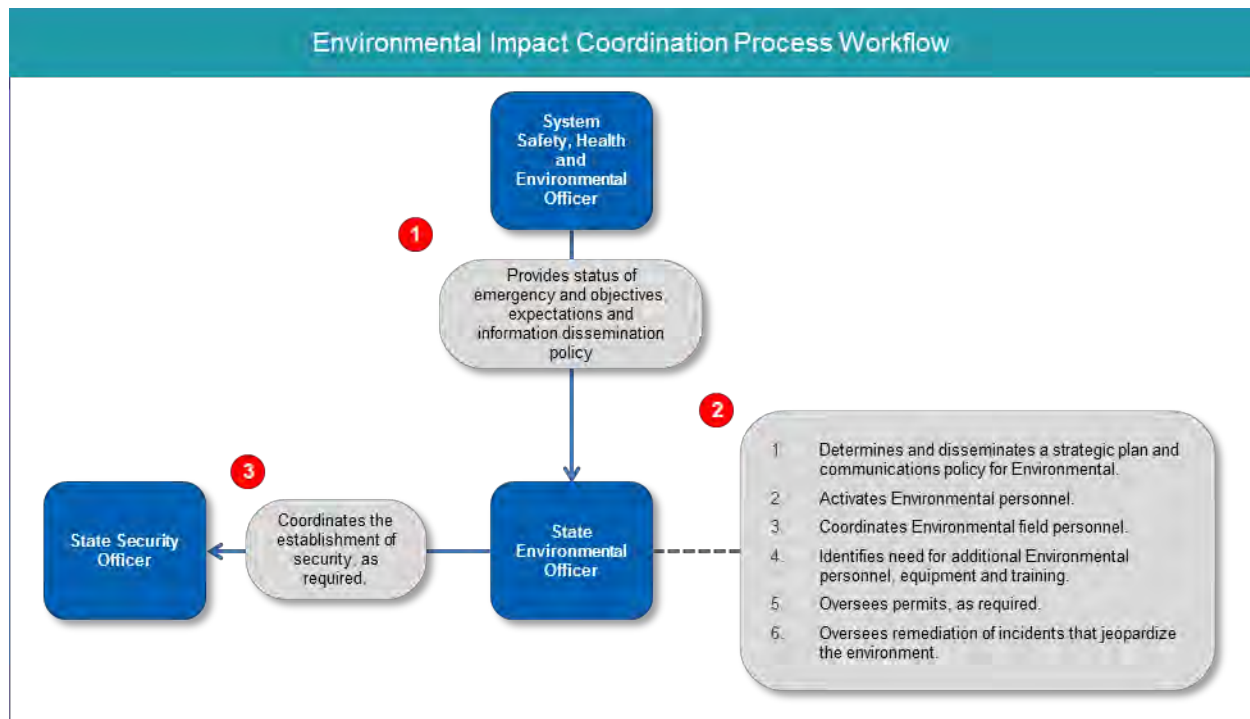
The documents (EP-5 “Release Response”, EG-501NYN “Release Notification”, EG-502NY “Spill and Release Cleanup,” EG-505NY-S “Release Notification in NY South,” and EG-505NY-S “Form 1, Release Notification Form in NY South”) capture, among other things, the processes for:

- Assessing environmental incidents to determine the appropriate level of response,
- Identifying hazardous conditions,
- Evaluating and securing spill response resource needs,
- Establishing and maintaining communications with spill response personnel, and
- Obtaining information that can be used to report conditions to the State Incident Commander.

The following documents can be found on the National Grid Infonet at the following locations:

Document Number	Type Document	Document Title
EP-5	Procedure	Release Response
EG-501NYN	Guidance	Release Notification
EG-502NY	Guidance	Spill and Release Cleanup
EG-505NY-S	Guidance	Release Notifications in New York South
EG-505NY-S_Form1	Form	Release Notification Form in New York South

Refer to Figure 57, “Environmental Impact Coordination Process Workflow” on following page.



Roles and Activities

19.2.1. System Safety, Health and Environmental Officer

- 19.2.1.1. Provides status of emergency and objectives, expectations and information dissemination policy during a System Level Emergency.

19.2.2. State Environmental Officer

- 19.2.2.1. Directs the activation of an Environmental Organization Team.
- 19.2.2.2. Relays key facts about an environmental incident to the System Safety, Health and Environmental Officer during a System Level Emergency.
- 19.2.2.3. Coordinates field personnel and other resources as requested or required.
- 19.2.2.4. Determines and communicates the strategic plan for Environmental.
- 19.2.2.5. Assigns, coordinates and schedules qualified and competent Environmental professionals to the restoration area based on the classification and location of the emergency situation.
- 19.2.2.6. Identifies and assigns Environmental field personnel and obtains appropriate contact information.

- 19.2.2.7. Establishes contact with Environmental field personnel and provides:
- The incident status, objectives and expectations,
 - Policy on information dissemination and other pertinent information, and
 - Schedule for telephone conferences between the State Safety, Health and Environmental Officer and Environmental field personnel.
- 19.2.2.8. Assesses the need for outside environmental resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.
- 19.2.2.9. Assess the need for environmental supplies and make arrangements to acquire needed supplies if so approved by the State Incident Commander.
- 19.2.2.10. Assesses the need for outside environmental training services to support training and for qualifying additional personnel or outside resources to perform required tasks.
- 19.2.2.11. Identifies the need for and obtains permits, consultations, and other authorizations, including but not limited to Endangered Species Act (ESA) provisions during the Service Restoration Stage.
- 19.2.2.12. Develops shoreline clean-up and assessment plans; identifies the need for and prepares any special advisories or orders.
- 19.2.2.13. Identifies sensitive areas and recommends response priorities.
- 19.2.2.14. Obtains copies of any relevant exposure data such as SDS and Environmental procedural guidelines and ensures that field Environmental personnel get this information.
- 19.2.2.15. Coordinates incident analysis, field audits, training and regulatory inquiries.
- 19.2.2.16. Develops disposal plans as conditions require and provides guidance as necessary.
- 19.2.2.17. Tracks and documents quantity of oil spills that occur throughout the event.
- 19.2.2.18. Acts as a liaison between Supervisors and outside utilities concerning any Environmental-related activities or incidents.

- 19.2.2.19. In case of an environmental incident, communicates with the Environmental field personnel to obtain the following information:
- Status of the situation,
 - Actions taken or being taken to mitigate the incident,
 - Extent, rate, and effects and environmental impact as a result of the incident,
 - Outside emergency response agencies responding to the incident and any additional resources required or requested,
 - Support need from internal organizations to protect the environment, and
 - Instructions or additional information that may need to be communicated with employees or the public relating to environmental hazards.
- 19.2.2.20. Monitors the environmental consequences of response actions.
- 19.2.2.21. Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.
- 19.2.2.22. Verifies that monitoring and sampling plans have been developed and provides guidance as necessary.
- 19.2.2.23. Supports construction activity during restoration in or near protected resources, impacting endangered species, etc.
- 19.2.2.24. Reviews for approval any State-Level Environmental-related communications to employees or the public to assure that the communications conform to the strategic Environmental plan.
- 19.2.2.25. Ensures that Environmental Incident Reports (as described in Chapter 21.1 of this ERP) are filed following an environmental incident.
- 19.2.2.26. Completes all paperwork and turn it into the State Planning Section Chief at the termination of the incident.

19.2.3. State Security Officer

- 19.2.3.1. Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.

Chapter 20: Security Coordination



20. Security Coordination

Introduction

This chapter identifies how the Company ensures the security of employees, contractors, and Company facilities during an emergency.

The processes and activities in this chapter are kicked off once the emergency has been classified, the ERO has been activated and



personnel have been activated to fill the required ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 58, “Security Coordination High Level Overview.”

When carrying out safety activities, issues and decisions may be escalated through the System Level ICS for the Security Strategy Coordination and Implementation process.

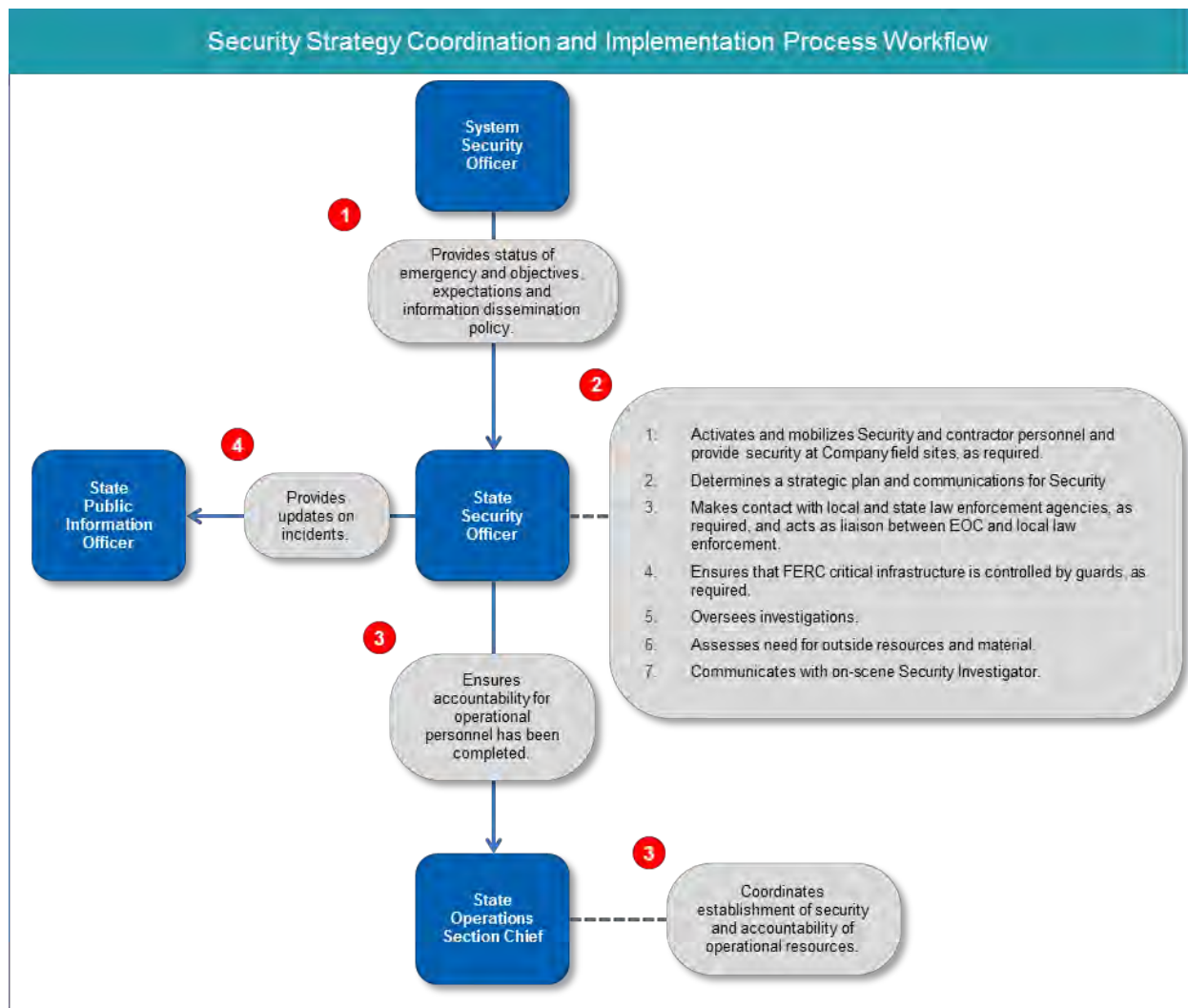
20.1. Security Strategy Coordination and Implementation

Whenever severe damage is sustained to the gas transmission and/or distribution system, operational personnel may deem that assistance from the security organization is required. In this event, the State Operations Section Chief will contact the Security Supervisor of the affected region utilizing the 24-Hour contact number which is found on the National Grid Infonet.

The State Security Officer will determine the scope of the emergency and will, if appropriate, assign a Security Investigator to the scene of the event. As shown in Figure 59, “Security Strategy Coordination and Implementation Process Workflow” on the next page

Processes

20.1 Security Strategy Coordination and Implementation



Roles and Activities

20.1.1. System Security Officer

- 20.1.1.1. Provides status of emergency and objectives, expectations and information dissemination policy during a System Level Emergency.

20.1.2. State Public Information Officer

- 20.1.2.1. Gathers security status updates from State Security Officer when there is a security incident.

20.1.3. State Security Officer

- 20.1.3.1. Relays key facts about security to the System Security Officer during a System Level Emergency.

- 20.1.3.2. Directs the activation of the Operational and State Level security response organization and activates and mobilizes the appropriate security and contractor personnel in accordance with the directives specified in the Security Emergency Response Guide.
- 20.1.3.3. Establishes contact with local and state law enforcement agencies and ascertains their needs and/or concerns, as necessary.
- 20.1.3.4. Assesses the need for outside security resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.
- 20.1.3.5. Assesses the need for security supplies and makes arrangements to acquire needed supplies if so approved by the State Incident Commander.
- 20.1.3.6. Assesses the need for outside security training services to qualify additional personnel or outside resources to perform required tasks.
- 20.1.3.7. Ensures that admittance to FERC critical infrastructure is controlled by a guard force and limited to personnel with proper identification, as required.
- 20.1.3.8. In case of a security incident, communicates with the on-scene security personnel to obtain the following information:
 - Status of the situation,
 - Actions taken or being taken to mitigate the incident,
 - Number and seriousness of injuries (personnel and public), if any,
 - Extent of any additional personnel or public exposure or impact as a result of the incident,
 - Outside emergency response agencies responding to the incident and any additional resources required or requested,
 - Support needed from internal organizations to protect the security of employees, the public, or our facilities, and
 - Instructions or additional information that may need to be communicated with employees or the public relating to security.
- 20.1.3.9. Obtains and distributes security personnel contact information.
- 20.1.3.10. Arranges to provide Company-dedicated security at field sites, motels and other staging sites, as necessary.
- 20.1.3.11. Oversees that investigations are conducted, as necessary.

- 20.1.3.12. Oversees that on-scene security photographic services are provided, as necessary, to secure evidence.
- 20.1.3.13. Assists and supports other Company resources during the emergency with the gathering of visual and documented data for post-emergency claims and asset recovery purposes.
- 20.1.3.14. During a System Level Emergency, establishes contact with the System Security Officer, if activated, and obtains strategic plan for Security, security expectations, policy on information dissemination as well as any other pertinent information, and ensures that critical locations have appropriate security coverage and that guards are on duty at all times.
- 20.1.3.15. Schedules telephone conferences between appropriate security personnel.
- 20.1.3.16. Provides periodic updates to the State Public Information Officer when a Security event occurs including:
 - Security status at the scene,
 - Any planned augmentation of security at other sites, and
 - Status of Security and external agency investigations.
- 20.1.3.17. Ensures that accountability for personnel has been completed prior to the release of personnel from affected locations.
- 20.1.3.18. Reviews for approval any Operational or State Level security-related communications to employees or the public to ensure that the communications conform to the strategic Security Plan for the event.
- 20.1.3.19. Ensures that Security Incident Reports (as described in Chapter 21.1 of this ERP) are compiled Post-Event.

20.1.4. State Operations Section Chief

- 20.1.4.1. Works with the State Security Officer to oversee the establishment of security to assist with handling customers entering the On-Scene Command Center.
- 20.1.4.2. Works with the State Security Officer to account for operational resources.

Chapter 21: Reports and Documentation



21. Reports and Documentation

Introduction

This chapter identifies the reports and documentation generated to facilitate and record the response to an emergency. These are broken out by those required by regulators and those utilized by the Company during an emergency response.

Each of the reports included in this chapter are tied back to the process in the ERP from which they are generated or for which they are used.

The processes and activities in this chapter are kicked off once the

Chapter 21 Summary: Reports and Documentation		
21.1 Internal Reports and Documentation	21.2 Regulatory Driven Reports and Documentation	21.3 After Action Review
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none">• System Security Officer• State Safety and Health Officer• State Environmental Officer• State Planning Section Chief	<ul style="list-style-type: none">• Emergency Planning Lead• State Liaison Officer• Emergency Management Liaison• Community Liaison• State Planning Section Chief• State Operations Section Chief• On-Scene Branch Director	<ul style="list-style-type: none">• Emergency Planning Lead

emergency has been classified and the ERO has been activated.

The processes and associated roles covered in this chapter can be seen in Figure 60, “Reports and Documentation High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter. That said the System Security Officer is responsible for developing Safety Incident Reports and communicating a summary of security

incidents to the System Incident Commander, as required.

21.1. Internal Reports and Documentation

This section provides an overview of the reports and documents generated by the Company to facilitate its emergency response.

Processes

21.1 Internal Reports and Documentation

22.2 Regulatory Driven Reports and Documentation

22.3 After Action Review

Incident Action Plan

The State EOC provides an Incident Action Plan (IAP) which includes a definition of and the objectives for the Operational Period, organization chart for the active ERO, and restoration status update including damage assessment information. The plan is developed at the beginning of every Operational Period (as part of the EOC activities described in Chapter 4.3 of this ERP) or at other pre-designated intervals to the applicable functional groups responding to the emergency. The development of this plan is overseen by the State Planning Section Chief and conducted for Level 1 Emergencies when the State EOC is activated. The State Planning Section Chief will coordinate with the State Operations Section Chief (and State Logistics Section Chief to develop this document. This is an internal report intended to provide a high-level understanding of the emergency response status.

Safety Incident Reports

Safety incidents (as covered in Chapter 19.1 of this ERP) that occur during an emergency are entered into the Company's Incident Management System when they occur and flagged as emergency related. Safety Incident Reports capture the pertinent details of a safety incident and typically include the:

- Description of the incident,
- Activity being done at the time,
- Source of the activity,
- Location of the activity,
- Department carrying out the activity,
- Employee involved,
- Backup medical information in the event it results in lost time or restricted duty, and
- Expected return to work date if applicable.

The State Safety and Health Officer will summarize emergency related incidents and communicate these to the State Incident Commander.

Environmental Incident Reports

Environmental incidents (as covered in Chapter 19.1 of this ERP) that occur during an emergency are entered into the Company's Incident Management System when they occur and flagged as emergency related. Environmental Incident Reports capture the pertinent details of an environmental incident and typically include the:

- Description of the incident including:
 - The amount and type of chemicals spilled,
 - The category of the incident,
- Any permit breaches or legal notices,
- Activity being done at the time,
- Source of the activity,

- Location of the activity,
- Department carrying out the activity, and
- Employee(s) involved.

The State Environmental Officer will summarize emergency related environmental incidents and communicate these to the State Incident Commander.

Security Incident Report

Security incidents (as covered in Chapter 20.1 of this ERP) that occur during an emergency are entered into the Company's Security Incident Management System when they occur. The pertinent details of a security incident captured and entered into the system typically include the:

- Nature of the incident and number of any injuries,
- Damage to and/or losses of Company and external equipment or property,
- Identities of authorities, complainants, witnesses, subjects and suspects involved,
- Arrests, and
- Internal or external notifications, as required.

Security Incident Reports are generated by the System Security Officer as required and passed along to the System Incident Commander as required.

Roles and Activities

21.1.1. System Security Officer

- 21.1.1.1. Ensures the development of Security Incident Reports, as required.

21.1.2. State Environmental Officer

- 21.1.2.1. Ensures the development of Safety Incident Reports, as required.
- 21.1.2.2. Ensures the development of Environmental Incident Reports, as required.

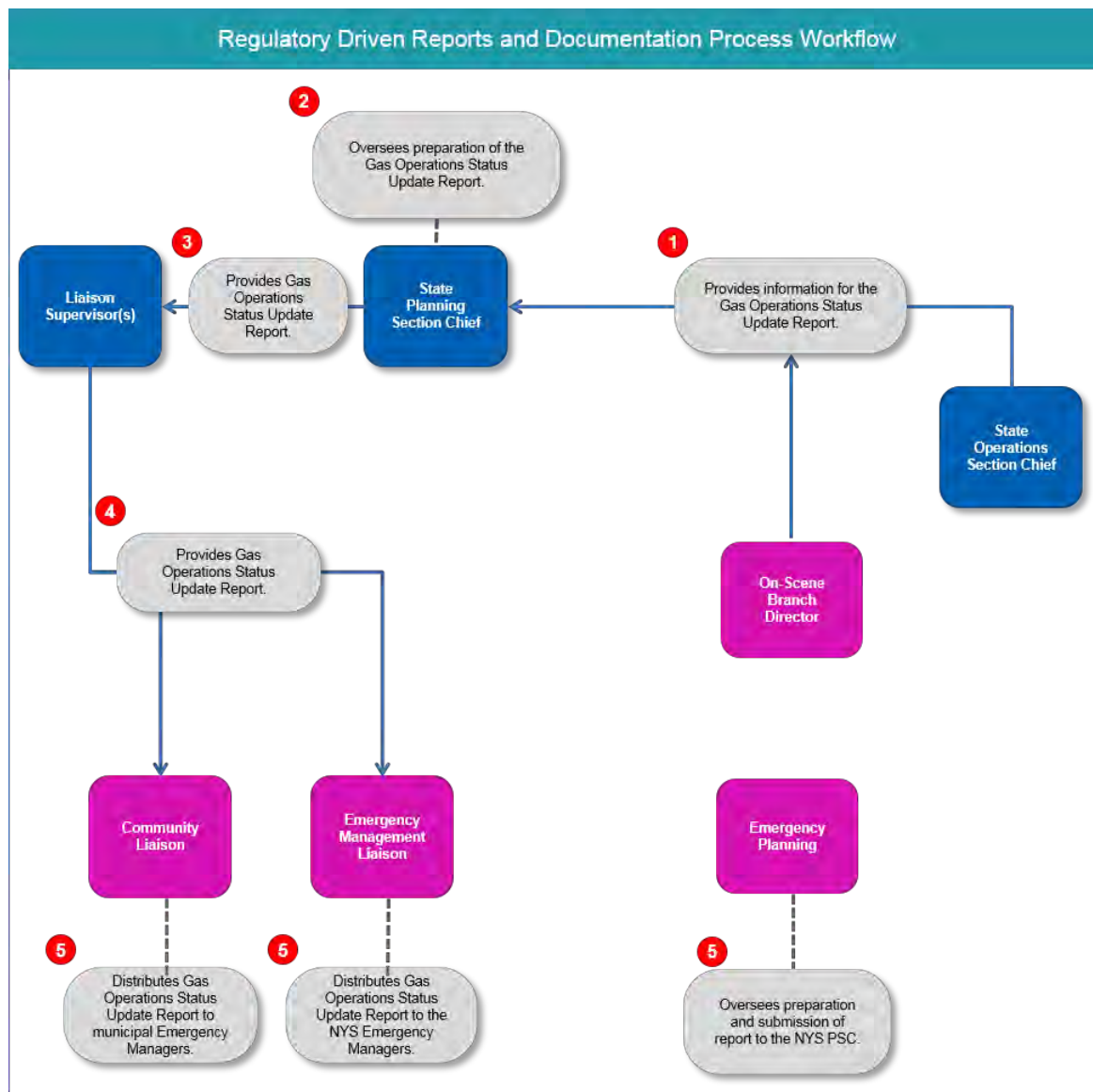
21.1.3. State Planning Section Chief

- 21.1.3.1. Oversees completion of the Incident Action Plan and ensures they are prominently displayed at the State EOC and On-Scene Command Center, if activated.
- 21.1.3.2. Establishes information requirements and resource status information reporting schedules as needed (e.g. Resource Coordination).
- 21.1.3.3. Establishes information requirements, situation reports, and resource status information reporting intervals (schedules) with all ICS Command and General Staff.

21.2. Regulatory Driven Reports and Documentation

Gas Operations Status Update Report

During a Gas System Emergency (Level I) event that requires a significant Gas Organization response, the State Liaison Officer will provide the NYSPSC and municipal emergency managers (or their designee) with a periodic written report containing the following information: 1) the communities and numbers of customers affected; and 2) the status of the restoration efforts including the expected date that service will be restored to all customers, if known. A sample of this report is in Chapter 32.6. The Company may provide such information more frequently if warranted by the circumstances of the emergency and will continue to provide daily updates until service is restored to all customers. Refer to Figure 61, “Regulatory Driven Reports and Documentation Process Workflow” below.



Roles and Activities

21.2.1. Emergency Planning

- 21.2.1.1. Oversees preparation and submission of a detailed report with supporting documentation to the NYS PSC on restoration performance including lessons learned.

21.2.2. State Liaison Officer

- 21.2.2.1. Provides the Gas Operations Status Update Report to the Community and NYS DHS Liaisons for distribution to external stakeholders.

21.2.3. Emergency Management Liaison/Regulatory Liaison

- 21.2.3.1. Distributes the Gas Operations Status Update Report to NYSDHS.

21.2.4. Municipal and Community Liaison

- 21.2.4.1. Distributes the Gas Operations Status Update Report to municipal emergency managers.

21.2.5. State Planning Section Chief

- 21.2.5.1. Oversees preparation of Gas Operations Status Update Report.
- 21.2.5.2. Provides the Gas Operations Status Update Report to the State Liaison Officer for distribution to external stakeholders.

21.2.6. State Operations Section Chief

- 21.2.6.1. Provides information required for the Gas Operations Status Update Report to the State Planning Section Chief for inclusion in the report.

21.2.7. On-Scene Branch Director

- 21.2.7.1. Provides information required for the Gas Operations Status Update Report to the State Operations Section Chief.

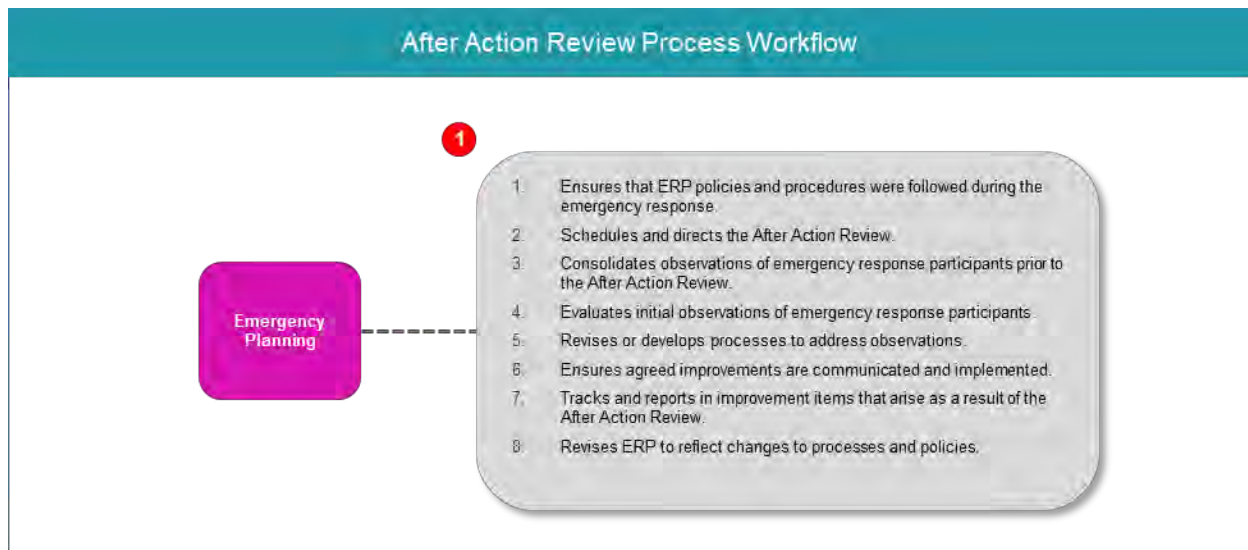
21.3. After Action Review

To ensure a cycle of continuous improvement, individuals with responsibilities within the ERO are requested to assess actual performance vs. plan, and to identify functions and operations which may have deviated from the established plan, in addition to assessing the established emergency response process. During the emergency, participants are requested to make note of opportunities to improve the process and/or participants' performance in implementing the process. Participants are encouraged to record observations and recommendations as they occur.

An After-Action Review (AAR) will be held following any Level 1 Emergency that involves a significant Gas Organization response (generally greater than 1000 customer outages) or at the discretion of the State Incident Commander. Emergency Planning is responsible to schedule, conduct and document the performance of all after action reviews. Emergency Planning shall notify leaders/process leads and participants from each business area who contributed to the emergency or drill and will schedule an After-Action Review meeting after the conclusion of the emergency. Refer to Figure 62, “After Action Review Process Workflow” below.

The AAR meeting attendees collectively will form actionable items based on the observations of Emergency participants. These action items will be assigned action owners. Action items and owners will be tracked by Emergency Planning. Emergency Planning shall provide periodic updates on progress to the leadership team.

The Company will also plan to accept and solicit feedback from affected stakeholders through an appropriate channel (e.g., meeting with EMD, phone calls) for all Level 1 Emergencies. This Post-Event feedback, along with emergency-based experiences will be included in the AAR. A template for AAR development purposes is provided for use within Chapter 32, Section 6, under Chapter 21 Exhibits.



Roles and Activities

21.3.1. Emergency Planning

- 21.3.1.1. Ensures that ERP policies and procedures were followed during the emergency response.
- 21.3.1.2. Schedules and directs the After-Action Review.

- 21.3.1.3. Consolidates observations of emergency response participants in preparation for the After-Action meeting.
- 21.3.1.4. Tracks and reports on improvement items that arise as a result of the After-Action meeting.
- 21.3.1.5. Revises the ERP to reflect necessary changes to policies and procedures (as discussed in Chapter 24.1, "Timing of and Procedure for Updating the Plan").
- 21.3.1.6. Evaluates the initial observations and devises an appropriate methodology for correcting the underlying deviation from the plan.
- 21.3.1.7. Evaluates initial observations of emergency response participants.
- 21.3.1.8. Revises or develops processes to address observations discussed during the AAR.
- 21.3.1.9. Ensures agreed improvements are communicated and implemented (as discussed in Chapter 24.1, "Timing of and Procedure for Updating the Plan").

Chapter 22: Demobilization



22. Demobilization

Introduction

The purpose of this chapter is to identify how the Company reviews the need for the activated portions of the ERO throughout the course of the emergency and releases those resources no longer required for the emergency response.

Planning for demobilization is done on an on-going process in coordination with the situational awareness briefings (as described in Chapter 17 of this ERP) and begins as soon as the emergency response begins.

Chapter 22 Summary:
Demobilization

System Level Plan



System Officer



22.1
Demobilization Plan
Development and
Implementation

Key Roles

- State Incident Commander
- State Planning Section Chief
- State Logistics Section Chief
- State Operations Section Chief
- On-Scene Branch Director

The processes and associated roles covered in this chapter can be seen in Figure 63, “Demobilization Plan Development and Implementation High Level Overview.”

When carrying out demobilization activities, issues and decisions may be escalated through the System Level ICS during a System Level Emergency.

22.1. Demobilization Plan Development and Implementation

The State Incident Commander is responsible for initiating the Demobilization process during an emergency response. Planning for Demobilization is done on an on-going basis starting as soon as the emergency response begins.

During these communications the State Planning Section Chief gathers information about the status of restoration activities and recommends to the State Incident Commander the re-allocation or

release of resources as warranted. The State Incident Commander will then decide to demobilize partial or entire functions at the Operational and/or State Levels. When the State Incident Commander decides to reallocate or release resources, the State Operations Section Chief or their delegate will notify the resources of their transfer or release and provide contact information for their new assignment as applicable.

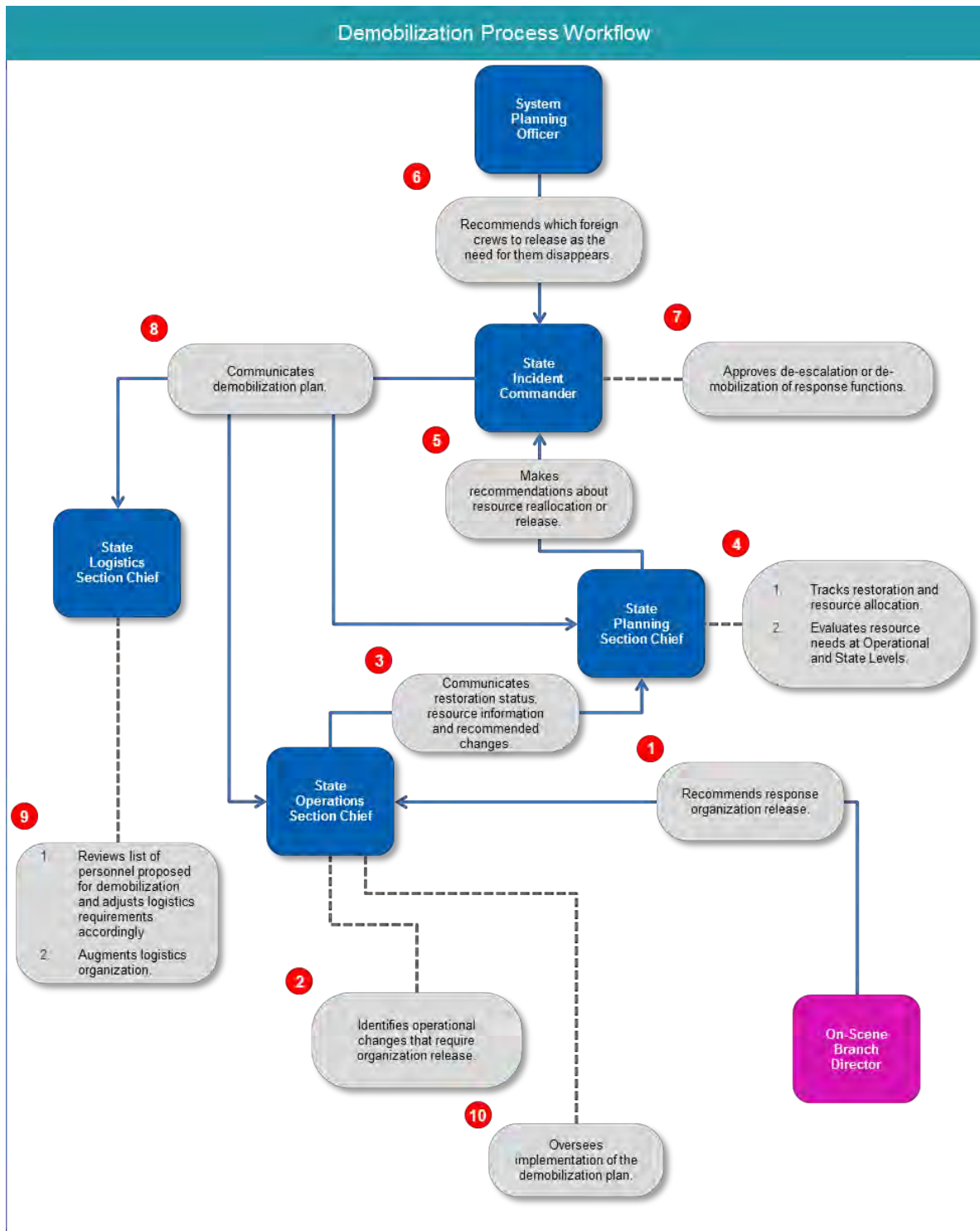
Processes

22.1 Demobilization Plan Development and Implementation

Tracking resource requirements and releasing those resources that are no longer required to support the response is essential for accountability and managing control. This assists in reducing the misplacement of resources, reduces operating costs and ensures resources are available for other activities and assignments as needed. The ERO may be fully demobilized when:

- All emergency-related jobs are assigned,
- Dispatch and Scheduling is managing the emergency, and
- All non-regional crews are released.

Refer to Figure 64, “Demobilization Process Workflow” on the following page.



Roles and Activities

22.1.1. System Planning Officer

- 22.1.1.1. Makes recommendations to the State Incident Commander about which foreign crews to release as the need for them disappears.

22.1.2. State Incident Commander

- 22.1.2.1. Approves the Demobilization of response functions based on recommendations from the State Planning Section Chief including, but not limited to, the re-allocation and/or release of foreign crews and Company crews and support staff.

22.1.3. State Planning Section Chief

- 22.1.3.1. Tracks restoration and resource allocation status throughout the emergency.
- 22.1.3.2. Evaluates resource needs at the Operational and State Levels and makes recommendations to the State Incident Commander about re-allocating or releasing resources.
- 22.1.3.3. Oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.

22.1.4. State Logistics Section Chief

- 22.1.4.1. Reviews the list of personnel proposed for demobilization daily and adjusts material, fleet, staging site, communication, meal and lodging requirements accordingly as resources are re-allocated or released.
- 22.1.4.2. Adjusts logistics organization to reflect changes in logistics requirements.

22.1.5. State Operations Section Chief

- 22.1.5.1. Identifies operational situation changes that require augmenting/demobilizing resources.
- 22.1.5.2. Provides restoration status and resource request information to the State Planning Section Chief.
- 22.1.5.3. When appropriate, oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.
- 22.1.5.4. Notifies resources of their transfer or release and provides contact information for their new assignment as applicable.

22.1.6. On-Scene Branch Director

- 22.1.6.1. Makes recommendations to the State Operations Section Chief regarding opportunities for augmenting the ERO or demobilizing resources.
- 22.1.6.2. When appropriate, oversees the preparation and implementation of the demobilization plan.

Chapter 23: Drills and Training



23. Drills and Training

Introduction

The purpose of this chapter is to identify the means by which Company personnel practice for an emergency response.

These activities, comprised of an annual training course and an annual restoration exercise, are conducted throughout the year during normal conditions.

Chapter 23 Summary: Drills and Training	
23.1 Annual Training Courses	23.2 Drills and Exercises
Key Roles	Key Roles
<ul style="list-style-type: none">• State Incident Commander• State Safety & Health Officer• State Environmental Officer• State Public Information Officer• State Liaison Officer• State Planning Section Chief• State Logistics Section Chief• State Security Officer• State Finance Section Chief• State Human Resources Section Chief• State Operations Section Chief	<ul style="list-style-type: none">• Emergency Planning

The processes and associated roles covered in this chapter can be seen in Figure 65, “Drills and Training High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

23.1. Annual Training Courses

Training is to be scheduled at least annually for all employees with restoration related activities who may be activated during an emergency. The purpose of this training is to ensure that these employees can safely and efficiently perform their assigned responsibilities during such an emergency. All training should be coordinated and tracked through Learning & Development.

Processes

23.1 Annual Training Courses

23.2 Drills and Exercises

Roles and Activities

23.1.1. State Incident Commander

- 23.1.1.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.2. State Safety and Health Officer

- 23.1.2.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.3. State Environmental Officer

- 23.1.3.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.4. State Public Information Officer

- 23.1.4.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.5. State Liaison Officer

- 23.1.5.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.6. State Planning Section Chief

- 23.1.6.1. Participates in EMR004 Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.7. State Logistics Section Chief

- 23.1.7.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.8. State Security Officer

- 23.1.8.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.9. State Finance Section Chief

- 23.1.9.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.10. State Human Resources Section Chief

- 23.1.10.1. Participates in EMR004 Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.1.11. State Operations Section Chief

- 23.1.11.1. Participates in EMR004: Gas Emergency Response Plan Training prior to assuming the role during an emergency.

23.2. Drills and Exercises

Drills are conducted to ensure effectiveness of the ERP and to keep personnel aware of their responsibility should an emergency situation arise. Emergency Planning will conduct emergency restoration drills annually. Additionally, Emergency Planning will review notification and classification practices for each regional Dispatch organization. This review will verify the ability of Company personnel to perform initial notifications and classify Emergencies.

The exercise is an event that tests the integrated capability of the Company to respond to a significant gas emergency. The exercise comprehensively evaluates the ability of the ERO to implement the ERP and coordinate response activities with other organizations. Exercise scenarios and objectives will consider results of past drills and exercises, recent events and emergencies, recent modifications to plans and procedures, and State or local drills that may incorporate a gas utility response. State regulatory agencies, stakeholders, municipalities and city or local fire departments may be invited to participate and/or observe the exercise. The exercise may involve activation of a Gas EOC and the use of an On-Scene Command Center. The exercise scenario is structured to allow free play for decision making as much as possible, provided that the basic objectives of the exercise are satisfied.

The results of each drill and exercise are documented and an evaluation report is prepared. The report includes recommendations if the effectiveness of the emergency response can be improved. Copies of drill/exercise reports are provided to the applicable management personnel.

Roles and Activities

23.2.1. Emergency Planning

- 23.2.1.1. Determines the format, content and scope of the exercise with input from Customer Meter Service, Operations, Maintenance & Construction, and Control Center Operations.
- 23.2.1.2. Ensures that drill/exercise participant requests are communicated to the Company's personnel.

- 23.2.1.3. Ensures that drill/exercise notifications are communicated to any outside agency with restoration responsibilities, local elected and appointed officials, state and local public safety officials if the objectives of the exercise would benefit from their presence, ensures that these stakeholders receive drill/exercise participation requests.
- 23.2.1.4. Determines appropriate training requirements for each emergency response role included in their process.
- 23.2.1.5. Develops and modifies training courses; establishes course codes, curriculum, and training material.
- 23.2.1.6. Coordinates training sessions, including tracking participation by sending attendance sheets to Learning and Development to be entered into the Company's Learning Management System.
- 23.2.1.7. Seeks feedback on training effectiveness, frequency, etc. to improve training courses and sessions.

23.3. Web Based Training Program

National Grid has developed a comprehensive interactive set of eLearning training modules that are available to Fire and Police Departments and Municipalities that include free safety materials including workbooks, training presentations, and training guides. These training modules include knowledge checks for each chapter to gauge the user's basic understanding. They provide natural gas case studies and scenarios as well as access to National Grid jurisdictional transmission pipeline system and the PHMSA National Pipeline Mapping System training page and link. In the event external agencies require additional information, there's a link allows submittal of a request for additional First Responder training opportunities. This training program is managed by the Operations, Codes and Compliance Organization.

The link to the program is: <http://firstresponder.ngridsafety.com/>

Chapter 24: Emergency Plan Maintenance



24. Emergency Plan Maintenance

Introduction

The purpose of this chapter is to identify how the Company ensures the ERP contains an accurate overview of the processes they employ when responding to an emergency.

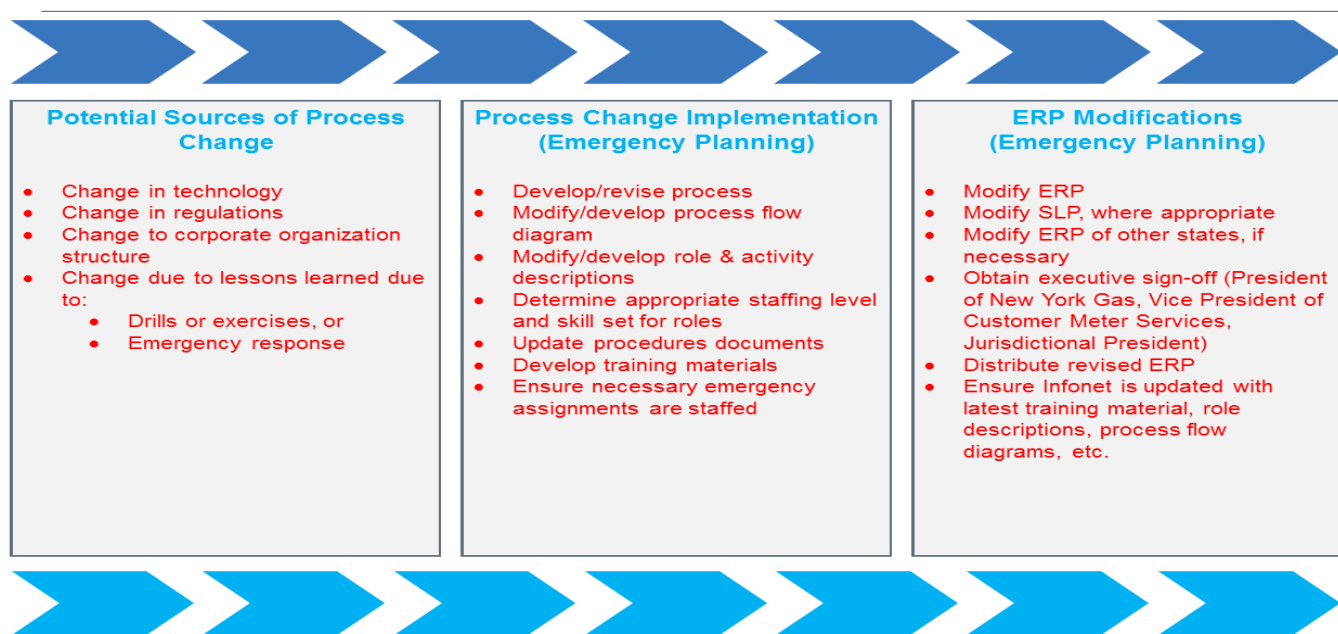
The ERP is maintained over the course of the year and is updated to reflect changes in the Company’s response procedures that arise from myriad factors.

Chapter 24 Summary: Emergency Plan Maintenance	The processes and associated roles covered in this chapter can be seen in Figure 66, “Emergency Plan Maintenance High Level Overview.”
24.1 Timing and Procedure for Updating the ERP	There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.
Key Roles	
<div>• Emergency Planning</div>	<h3>24.1. Timing of and Procedure for Updating the ERP</h3> <p>The NY ERP will be revised annually, at a minimum, but can be revised at other times during the year to address changes based on developments in technology or regulations, critical lessons learned, or changes to the Company organization structure, for example.</p> <p>When a required change to the ERP has been identified, it is the responsibility of the Process Leads to revise the language, process flow diagram, roles, and activities describing any changed process. Emergency Planning will update the NY ERP, and SLP and ERPs of other states, if they are also impacted, to include the changes made to the process by the Process Leads and obtain sign-off from the appropriate Company executives prior to distributing the ERP to the Company. The Process Leads will ensure that any documents external to the ERP or systems relied on to execute the process will be updated in conjunction with updating the ERP. Refer to Figure 67, “Updating the ERP Process Change Diagram” on the next page.</p>

Processes

24.1 Timing of and Procedure for Updating the ERP

Emergency Planning will distribute the revised ERP throughout the Company and ensure that Infonet is updated to reflect the changes.



Roles and Activities

24.1.1. Emergency Planning

- 24.1.1.1. Revises or develops new processes including process flow diagrams, roles and activities, and training materials, as required and communicates them to Company employees.
- 24.1.1.2. Updates Company systems to reflect updated processes.
- 24.1.1.3. Modifies the ERP to reflect changes to emergency response processes.
- 24.1.1.4. Obtains executive sign-off for updated plan.
- 24.1.1.5. Distributes the updated ERP within the Company.
- 24.1.1.6. Ensures the necessary contracts are in place with the required vendors.

Chapter 25: Regulatory Compliance Translation Table



25. Legislative and Regulatory Compliance Translation Table

Table 4: Legislative and Regulatory Compliance Translation Table

Legislative or Regulatory Requirement		Location of Relevant Information in the New York Emergency Response Plan (Chapter #)
From 16 NYCRR 255.615 Emergency Plans:		
(a)	Each operator shall establish written procedures to minimize the hazard resulting from a gas pipeline emergency. At a minimum, the procedure must provide for the following:	
1	Receiving, identifying and classifying notices of events which require immediate response by the operator.	Chapter 4
2	Establishing and maintain adequate means of communication with appropriate fire, police and other public officials,	Chapter 4, Exhibit A (See Ch.32.1)
3	Prompt and effective response to a notice of each type of emergency, including the following: (i) gas detected inside or near a building (ii) fire located near or directly involving a pipeline facility (iii) explosion occurring near or directly involving a pipeline facility and (iv) natural disaster	Chapter 4
4	The availability of personnel, equipment, tools and materials as needed at the scene of the emergency.	Chapter 7
5	Actions directed toward protecting people first then property	Chapter 3,4
6	Emergency shutdown and pressure reduction in any section of the operator's pipeline system necessary to minimize hazards to life or property.	Chapter 5,12
7	Making safe any actual or potential hazard to life or property	Chapter 5
8	Notifying appropriate fire, police and other public officials of gas pipeline emergencies and coordinating with them both planned responses and actual responses during an emergency.	Chapter 4

9	Safely restoring any service outage	Chapter 4
10	Beginning action under section 255.827, (Facility Failure Investigation) of this Part, if applicable as soon after the end of the emergency as possible	Chapter 21
11	Actions required to be taken by a controller during an emergency in accordance with section 255.631(Control Room Management) of this Part.	Chapter 13
(b) Each Operator Shall:		
1	Furnish its supervisors who are responsible for emergency action a copy of that portion of the latest edition of the emergency procedures established under subdivision (a) of this section as necessary for compliance with those procedures;	Chapter 24
2	Train the appropriate operating personnel to assure that they are knowledgeable of the emergency procedures and verify that the training is effective	Chapter 23
3	Review employee activities to determine whether the procedures were effectively followed in each emergency	Chapter 31
(c) Each Operator shall establish and maintain liaison with appropriate fire, police and other public officials to:		
1	Learn the responsibility and resources of each government organization that may respond to a gas pipeline emergency	Chapter 18
2	Acquaint the officials with the operator's ability in responding to a gas pipeline emergency	Chapter 18
3	Identify the types of gas pipeline emergencies of which the operator notifies the officials.	Chapter 4
4	Plan how the operator and officials can engage in mutual assistance to minimize hazards to life or property.	Chapter 6
5	Offer annual training at mutually acceptable locations to volunteer fire departments regarding the appropriate response to gas-related emergencies and to police departments regarding the recognition of gas-related emergencies. For non-volunteer fire departments, annually offer to assist the training coordinator in developing training for gas safety-related matters.	Chapter 23
From 49 CFR 192.615 Emergency Plans		

(a)	Each operator shall establish written procedures to minimize the hazard resulting from a gas pipeline emergency. At a minimum the procedures must provide for the following:	
1	Receiving, identifying and classifying notices of events which require immediate responses	Chapter 4
2	Establishing and maintaining adequate means of communication with appropriate fire, police and other public officials.	Chapter 4, Exhibit A (See Ch.32.1)
3	Prompt and effective response to a notice of each type of emergency including the following: (i) gas detected inside or near a building (ii) fire located near or directly involving a pipeline facility (iii) explosion occurring near or directly involving a pipeline facility and (iv) natural disaster	Chapter 4
4	The availability of personnel, equipment, tools and materials as needed at the scene of the emergency.	Chapter 7
5	Actions directed toward protecting people first then property	Chapter 3,4
6	Emergency shutdown and pressure reduction in any section of the operator's pipeline system necessary to minimize hazards to life or property.	Chapter 5,12
7	Making safe any actual or potential hazard to life or property	Chapter 5
8	Notifying appropriate fire, police and other public officials of gas pipeline emergencies and coordinating with them both planned responses and actual responses during an emergency.	Chapter 4
9	Safely restoring any service outage	Chapter 4
10	Beginning action under 192.617(Investigation of Failures), if applicable as soon after the end of the emergency as possible:	Chapter 21
11	Actions required to be taken by a controller during an emergency in accordance with section 192.631 (Control Room Management)	Chapter 13
(b)	Each operator shall:	
1	Furnish its supervisors who are responsible for emergency action a copy of that portion of the latest edition of the emergency procedures established under paragraph (a) of this section as necessary for compliance with those procedures.;	Chapter 24

2	Train the appropriate operating personnel to assure that they are knowledgeable of the emergency procedures and verify that the training is effective	Chapter 23
3	Review employee activities to determine whether the procedures were effectively followed in each emergency	Chapter 21
(c)	Each Operator shall establish and maintain liaison with appropriate fire, police and other public officials to:	
1	Learn the responsibility and resources of each government organization that may respond to a gas pipeline emergency	Chapter 18
2	Acquaint the officials with the operator's ability in responding to a gas pipeline emergency	Chapter 18
3	Identify the types of gas pipeline emergencies of which the operator notifies the officials.	Chapter 4
4	Plan how the operator and officials can engage in mutual assistance to minimize hazards to life or property.	Chapter 6

Chapter 26: Service Territory/Facility Overview



26. Service Territory/Facility Overview

Introduction

The National Grid Downstate New York Gas System provides gas service to customers in Brooklyn, Queens, Staten Island, Nassau, and Suffolk Counties. This service area is shown on Figure 1B-1. Gas service is provided to approximately 1.9 million households in this area. Additional households are added as new pipeline is installed. This gas is used by commercial, industrial and residential customer for cooking, heating, hot water, and other energy needs including process and power production. National Grid also delivers gas, primarily in warm weather, to several generating and non-affiliated generating stations, to produce electricity.

National Grid purchases natural gas directly from natural gas producers or gas marketers at liquid trading points in the Gulf of Mexico, the mid-continent, the northeast/Marcellus region, as well as Canada. (Gas is typically purchased in dekatherm units – one dekatherm equals one million BTUs.) The gas is primarily methane and the heating value ranges from approximately 1,000 to 1,040 BTUs per cubic foot. National Grid contracts directly with interstate pipeline companies and storage operators for the transportation and underground storage capacity which ultimately delivers gas to the distribution system in downstate New York.

Natural gas is transported to the National Grid Downstate New York service areas via four interstate pipeline companies: Enbridge Energy's Texas Gas Transmission Company ("TETCO") at the Goethals Station; Transcontinental Gas Pipeline Company, LLC ("Transco") at the Brooklyn Narrows, Floyd Bennett, Long Beach and Rockaway Stations; Tennessee Gas Pipeline at White Plains Station (Operated by Con Ed); and the Iroquois Gas Transmission at Commack and Hunt's Point Stations (Operated by Con Ed). There are interconnects between Consolidated Edison and National Grid which supply gas to the New York Facilities System. This is a network of high pressure transmission mains, owned and operated by National Grid and Consolidated Edison. Through a mutual contractual agreement, each company has transportation rights on all sections of the common transmission system. Gas is received at each company's service area at multiple gate stations or regulator stations for delivery to customers via several sub distribution systems.

Once past the gate stations, the gas enters the National Grid Downstate New York gas system which is composed of more than 12,000 miles of steel, plastic and cast-iron underground pipeline. This network is divided into transmission and distribution systems. The transmission system transports gas at a pressure up to 450 psi (pounds per square inch) from the gate stations to high pressure regulating stations where the pressure is lowered for use in the distribution system. A service lateral connects the local distribution system to the customer. The design of each lateral is specific to the customer's needs; but generally, a regulator reduces the gas pressure to between five and ten inches of water column prior to the gas entering a home. (One psi equals 2.77 inches of water column).

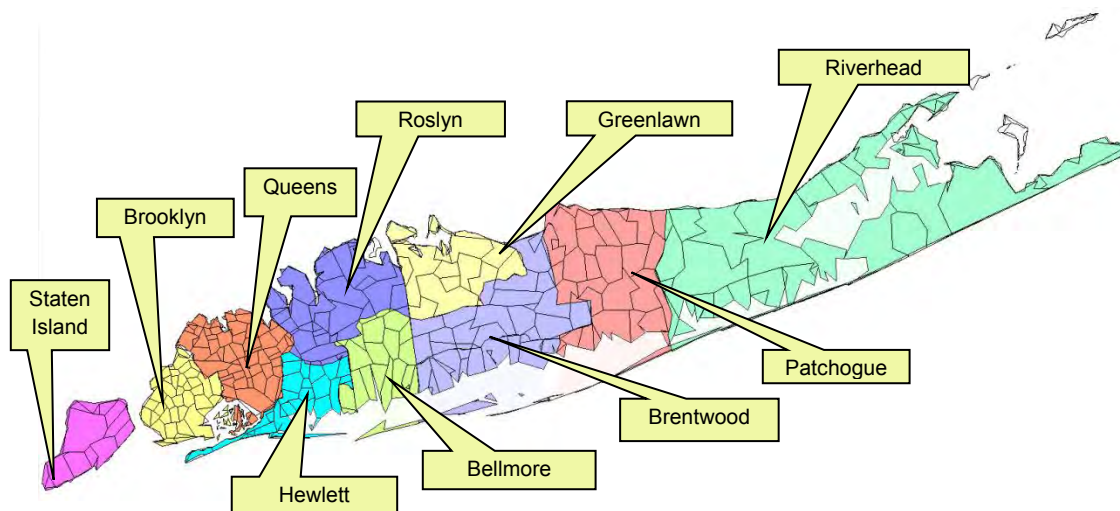
National Grid also has two liquefied natural gas ("LNG") facilities in the Downstate New York system, located in Greenpoint, Brooklyn and Holtsville, Long Island. These facilities provide both a source of supply as well as distribution system pressure support when operating.

Together, these facilities provide approximately 2.2 BCF of storage and almost 395 MDT of daily vaporization capacity.

For the western and eastern part of the National Grid Downstate New York gas system, control is exercised from the Gas Control Center located in Melville. This Gas Control Center monitors system pressures at more than 7,000 points on the Downstate New York system and can remotely control some regulators and valves. System adjustments are also made by dispatched field personnel.

Table 5a: Remotely Controlled Gas Assets

Service Territory	Regulators	Valves
Long Island	■	■
New York City	■	■
Upstate New York	■	■



The National Grid Upstate New York gas system provides gas service to electric power generating, industrial / commercial, and residential (heating) customers east of Lake Ontario from Jefferson County in the Northwest and to Onondaga in the southwest. In an easterly/westerly direction, the upstate gas system provides service to communities along the New York State Thruway (Route 90) from Onondaga County in the west to Rensselaer County in the east. Finally, gas service is provided to the State Capital area from Warren County in the northeast to Columbia County in the southeast. This service area is shown on Figure 1B-2. This aggregate area covers approximately 4,500 square miles serving over 550,000 gas customers in the following 15 counties:

Table 5b: Upstate New York Counties

Albany	Madison	Rensselaer
Columbia	Montgomery	Saratoga
Fulton	Oneida	Schenectady
Herkimer	Onondaga	Warren
Jefferson	Oswego	Washington

This area is served through a network of gas facilities including approximately 9,000 miles of cast iron, steel and plastic pipe from 22 interconnects (gate stations) and approximately 400 district regulator stations.

Gas is received directly from four interstate transmission pipeline companies as follows:

Table 5c: Dominion Gas Transmission Gate Stations:

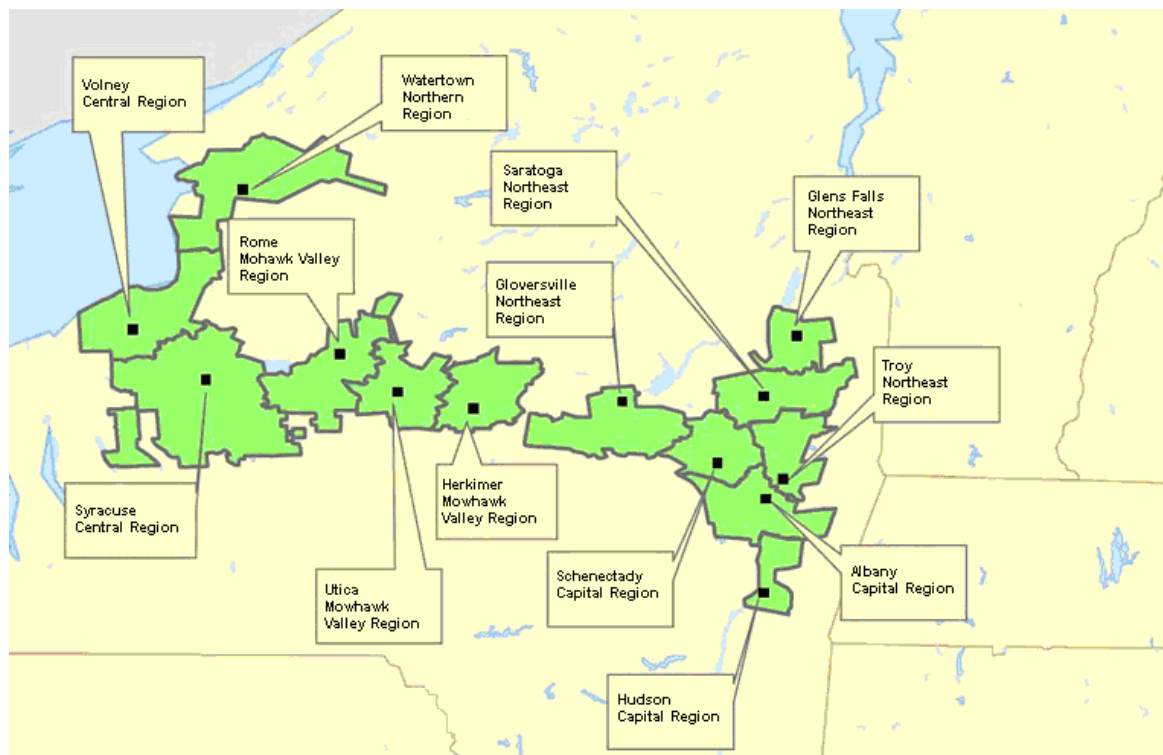
- a. Empire State Pipeline at the Chestnut St. (Phoenix) gate station.
- b. Iroquois Gas Transmission System at Indian River Rd. (Croghan) and Boonville gate stations.
- c. Tennessee Gas Pipeline at the Bethlehem gate station.

Gas is received at varying high pressures ranging up to 1440 psi and is reduced through a series of district regulator stations to the standard minimum delivery pressure of 4 to 6 inches of water column. All customers are individually metered, and each meter set is equipped with a service pressure regulator which performs the final pressure reduction, except for those customers which are served by a low-pressure system. In these instances,

customer pressure is controlled through the low-pressure district regulator stations to approximately 10 inches of water column with over pressure relief protection set at 1 psi.

Overall system control and monitoring is performed through a network of electronic data points which are centrally monitored in the NY Gas Control Center located in downstate New York in Melville on Long Island.

National Grid purchases natural gas directly from natural gas producers or gas marketers at liquid trading points in the Gulf of Mexico, the mid-continent, the northeast/Marcellus region, as well as Canada. (Gas is typically purchased in dekatherm units – one dekatherm equals one million BTUs.) The gas is primarily methane and the heating value ranges from approximately 1,000 to 1,040 BTUs per cubic foot. National Grid contracts directly with interstate pipeline companies and storage operators for the transportation and underground storage capacity which ultimately delivers gas to the distribution system in upstate New York.



26.1 Gas Meter and Regulating Stations

Meter and Regulating (M&R) Stations or Take Stations are locations where gas is metered and/or regulated (i.e., the flow quantity is measured in standard cubic feet, and/or the pressure is reduced to a desired downstream level). The following table lists the primary M&R stations on the National Grid Downstate gas system. Other M&R stations are located throughout the gas system.

Table 6a: Downstate New York Meter and Regulating Stations

LOCATION	FUNCTION
[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]	[REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]	[REDACTED] [REDACTED]
[REDACTED] [REDACTED]	[REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]

Table 6b: Upstate New York Meter and Regulating Stations

LOCATION	UPSTREAM SUPPLIER	FUNCTION
[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

Under certain conditions, the system wide demand for gas may be greater than the available natural gas supply delivered by interstate pipelines to National Grid. This situation may occur when:

- Extreme cold weather causes demand to be greater than the contracted supply for natural gas. This assumes that National Grid has exercised its option of interrupting supplies to the electric generation system and to gas customers with alternate fuels.
- Because of force majeure (e.g., a hurricane in a supply area results in offshore production being shut down) gas suppliers are unable to provide their contracted quantity of gas to National Grid and/or pipelines cannot deliver such contracted quantities.
- National Grid must reduce demand on pipeline supply of gas, in accordance with the Operating Policy of the New York State Gas Operations Advisory Committee, to assist other regional gas utilities in meeting their demand.

When daily demand exceeds National Grid's natural gas supply, National Grid will meet customer requirements using its peak shaving facilities in New York City and on Long Island. These facilities could also be used in certain cases to meet unserved demand in the event of the loss of infrastructure on the National Grid system (e.g., transmission or regulator failures). The two different types of peak shaving gas facilities are detailed on the following table:

Table 7: Downstate New York Gas Peak Shaving Facilities

GAS PLANT TYPE	LOCATION (Daily Capacity, Dekatherms)	DESCRIPTION
[REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED].

26.3 New York: Service Area Description

Table 8a: Downstate New York Service Area Description

Downstate New York				
New York City	Nassau County		Suffolk County	
Boroughs	Cities and Towns		Towns	
Brooklyn	City of Glen Cove	Town of Hempstead	Babylon	Riverhead
Queens	City of Long Beach	Town of North Hempstead	Brookhaven	Shelter Island
Staten Island		Town of Oyster Bay	East Hampton	Smithtown
			Huntington	Southampton
			Islip	Southold

Table 8b: Upstate New York Service Area Description

Upstate New York				
Counties				
Albany	Herkimer	Montgomery	Rensselaer	Warren
Columbia	Jefferson	Onondaga	Saratoga	Washington
Fulton	Madison	Oswego	Schenectady	

Chapter 27: Definitions



27. Definitions

After Action Review: A structured review or de-brief process administered by Emergency Planning for analyzing what happened, why it happened, and how it can be done better, by the participants and those responsible for the project or emergency.

Command Staff: The Command Staff consists of the Public Information Officer, SHE Officer, Security Officer and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

Company: A gas utility comprised of Niagara Mohawk Power Corporation, KeySpan Gas East Corporation and Brooklyn Union Gas Company.

Critical Facilities: hospitals, nursing homes, assisted living facilities.

Demobilization: The orderly, safe and efficient return of an emergency resource to its original status and/or location.

where widespread outages or service interruptions have occurred in the
ms or other causes beyond the control of National Grid. An emergency
; a Level 1 Emergency.

Emergency Classification Level: Event severity scale that the Company uses to simplify the communication of the ERO characteristics to internal and external stakeholders. Information aligned to the scale includes the Event Category, including natural disaster, fire/disturbance, gas leak, unplanned supply interruption, carbon monoxide and other.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management activities takes place.

Emergency Response Organization (ERO): The designated group of National Grid personnel responsible for coping with and mitigating the effects of an emergency. It is comprised of a Strategic Level, Tactical Level and Operational Level.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Planning Officer, Logistics Officer, and Finance Officer, and Human Resources Officer.

Group Crisis Management Framework: A construct that sets out National Grid's approach to crisis management; both proactive and reactive, and contains the details required to activate the Strategic Response Team. It will be supported by training and exercising of Emergency Response Plans to ensure that National Grid can protect the safety of the public, our employees and contractors, and the infrastructure and reputation of National Grid.

Incident Anticipation Phase: (*Pre-Event Stage*) the period of time between when (1) an impending emergency is first identified, and (2) the emergency first causes damage to the system resulting in service interruptions.

Incident Commander (IC): The individual who has overall responsibility for National Grid's response in an emergency including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command System (ICS): The coordinated and collaborative incident management construct specifically designed and made a part of the National Incident Management System ("NIMS") under the Federal Emergency Management Agency. ICS enables effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

Incident Response Phase: (*Service Restoration Stage*) The period between when an emergency first causes damage to the system resulting in service interruptions and the time when service is restored to all customers.

Mutual Assistance Agreement: An agreement among utilities, both inside and outside the state, that details specifics for obtaining or lending resources, including, but not limited to, material, equipment, and trained personnel, when internal resources are not sufficient to ensure the safe and reasonably prompt restoration of service during an emergency.

National Grid Incident Management System: Database used to store and track information about safety or environmental incidents.

National Incident Management System: A comprehensive approach to incident management that is applicable at all jurisdictional levels and across functional groups whose principles improve coordination and cooperation between public and private entities and are applicable across a full spectrum of potential emergency scenarios, regardless of size or complexity.

Operating Condition: The set of parameters or circumstances that the ERO must consider during an emergency response.

Operational Level: A level within the ERO whose responsibility it is to execute the objectives of both the Strategic and Tactical Levels of the ERO.

Operational Period: The period of time scheduled for execution of a given set of actions or objectives. Operational Periods can be of various lengths depending on the emergency.

Post Incident Phase: (*Post-Event Stage*) the period of time immediately following restoration of service to all customers after an emergency.

Service Interruption: The loss of service to one or more customers connected to a gas distribution system.

Service Delivery Center: – Internal department that responds to vendor or employee inquiries to support human resources, procurement, finance and customer processes.

State Level: Level of response that involves the control and coordination of restoration efforts across the service territory of a single state (e.g. New York).

Strategic Level: A level within the ERO whose responsibility it is to provide clear, broad objectives during an emergency to advance the overall organization as well as coordinate resources.

Strategic Response Team: National Grid personnel responsible for coordinating and carrying out the crisis management activities covered in the Group Crisis Management Framework.

System Level: Level of response that involves the control and coordination of restoration efforts across multiple states and/or business areas.

Tactical Level: A level within the ERO whose responsibility it is to utilize specific resources to achieve sub-objectives in support of the defined mission.

Chapter 28: Document Revision History



28. Document Revision History

Revision	Effective Date	Reason for Change	Description
1	12/15/2014	Initial Version	
2	1/23/2015	Organizational updates	Updates to the plan included changes indicating a switch of ICS roles for Operations Section Chief and Branch Directors (CMS/FO) and all corresponding support information, update of Environmental information to reflect NYS policies, inclusion of updated NYS Gas Organization Emergency Operations Centers (with the addition of an Albany-based EOC), update of financial tracking of time and materials.
3	1/3/2016	Annual Review	Update of restoration processes, inclusion of after action review recommendations, correction of typographical errors, etc. Also included a change to Mutual Assistance initial contact information, clarification of ETR reporting for gas incidents, and revision due to formatting issues
4	2/22/2016	Interim update	Minor update clarifying implementation of the Duty Manager process.
5	1/3/2017	Annual review	Updated procedural references, updated all process workflow diagrams to remove connotation of "Branch" with respect to FO and CMS Operations Director positions, reviewed and revised Roles/Process Matrices, added paragraph 4.2.1.5 to Incident Commander Roles and Activities.
6	1/3/2018	Annual Review	General update of content based on annual review performance. Added the Size-up/Scale-up guidance information in Chapter 4. Minor changes made to the operational period Event Briefing Agenda, updated Chapter 21 to include reference of AAR template now included within Chapter 32 Exhibits.
7	02/28/2019	Annual Review	General update of content based on annual review process. Added Situation Leader Role under the Planning Section. Added examples of SMART objectives for Incident Commander. Added reference to "Branch" positions in case there are dual events

			located in Chapter 4. Added new position in Operations Section- the Operational Resource Coordinator. Also added job descriptions in Chapter 31.
--	--	--	--

Chapter 29: Roles vs. Process/Activity Matrix



29. Roles vs. Process/Activity Matrix

Introduction

The matrices included in this chapter note the processes for which a particular role has an associated activity. The number included in the matrix under a process corresponds to the number of the role included in the Roles and Activities section of that process.

Below is an example of how to read the matrix:

The matrix below shows some of the ERO roles that have activities associated with the three processes that comprise Chapter 4, “Emergency Classification and Response Plan Activation.” The fact that the State Incident Commander has a number under processes 4.1, “Classification of Emergencies” and 4.2, “Activating the ERO” but no number under 4.3, “Emergency Operation Center Overview” indicates that they have activities associated with 4.1 and 4.2 but no activities associated with 4.3. The State Incident Commander’s activities associated with 4.1 Classification of Emergencies can be found under header 4.1.2, as indicated by the number in the matrix, of the “Roles and Activities” section.

Role	Ch. 4 Emergency Classification and Response Plan Activation		
	4.1 Classification of Emergencies	4.2 Activating the Response Organization	4.3 Emergency Operation Center Overview
System Safety, Health and Environmental Officer			
System Public Information Officer			
System Liaison Officer			
System Planning Officer			
System Security Officer			
State Incident Commander	4.1.2	4.2.1	
Director of Emergency Planning			
Emergency Planning	4.1.1		
Gas Control Center			
NY Gas Control Center			
State Safety, Health and Environmental Officer			
Safety Coordinator			

[illegible]

Role	Ch. 10 Employee Welfare			Ch. 11 Damage Assessment	Ch. 12 Load Shedding	Ch. 13 Modes of Operation		Ch. 14 Coordination of Restoration Activities	Ch. 15 Developing and Reporting ETRs	Ch. 16 Internal Communications	
	10.1 Tracking and Addressing Labor Relations Issues	10.2 Providing Family and Employee Assistance	10.3 Communicating Company Policy And Expectations	11.1 Coordinating and Carrying Out Field Activities	12.1 Load Shedding	13.1 Normal Operations	13.2 Modified System Operations	14.1 Coordinating Restoration Activities on Distribution Piping	15.1 Developing and Reporting ETRs	16.1 Conducting State Level Conference Calls and Briefings	16.2 Conducting Broader Company Communications
System Safety, Health and Environmental Officer											
System Public Information Officer											
System Liaison Officer											
System Planning Officer											
System Security Officer											
State Incident Commander				11.1.1				14.1.1	15.1.1	16.1.1	16.2.1
Emergency Planning											
NE Gas Control Center						13.1.1	13.2.1				
NY Gas Control Center							13.2.2				
State Safety and Health Officer										16.1.2	
State Environmental Officer										16.1.3	
Safety Coordinator											
State Public Information Officer									15.1.2	16.1.4	16.2.2
State Liaison Officer										16.1.5	
Emergency Management Liaison											
Community Liaison											
Regulatory Liaison											
State Planning Section Chief				11.1.2				14.1.2	15.1.3	16.1.6	
Technical Specialist							13.2.3				
Damage Assessment Manager				11.1.3							
Damage Assessors				11.1.4							
Resource Unit Leader								14.1.3			
Dispatch and Scheduling Supervisor								14.1.5			
Operational Resource Coordinator								14.1.6			
First Responder								14.1.7			
State Logistics Section Chief				11.1.5						16.1.7	
IS Event Lead											
Fleet Lead											
State Security Officer										16.1.8	
State Finance Section Chief										16.1.9	
State Human Resources Section Chief										16.1.10	
Jurisdictional President											
Customer Contact Center Director											
State Operations Sections Chief								14.1.8	15.1.5	16.1.11	16.2.3
On-Scene Branch Director								14.1.9		16.1.12	
Section Deputy (Field Ops/CMS)								14.1.10			
Supply Unit Leader											
Situation Unit Leader								14.1.4	15.1.4		

[illegible]

Chapter 30: ERP & SLP Interaction Matrix



30. ERP & SLP Interaction Matrix

Introduction

The matrices included in this chapter note the processes that potentially require interaction with System Level ICS Officers when the System Level of the ERO has been activated. In the instances where there is potentially interaction with System Level ICS Officers, the SLP will identify the activities carried out by those officers.

ChapterProcess		System Level Officers Potentially Involved with the Process During a System Level Emergency				
		System Planning Officer	System Public Information Officer	System Liaison Officer	System Safety, Health and Environmental Officer	System Security Officer
Ch. 4 Emergency Classification and Response Plan Activation	4.1 Classification of Emergencies					
	4.2 Activating the Emergency Response Organization					
	4.3 Emergency Operation Center Overview					
Ch. 5 Restoration Prioritization	5.1 Restoration Prioritization					
Ch. 6 Resource Acquisition	6.1 Acquisition of Internal Restoration Resources	X				
	6.2 Acquisition of Utility Mutual Assistance Resources	X				
	6.3 Acquisition of External Contractors	X				
	6.4 Acquisition of Services from Retirees					
	6.5 Acquisition of ICS Command and General Staff Resources					
	6.6 Acquisition of Internal Support Resources					
Ch. 7 Coordinate Support Logistics	7.1 Materials Coordination and Management					
	7.2 Fleet Coordination and Management	X				
	7.3 Staging Site Coordination and Management					
	7.4 Facilities Coordination and Management					
	7.5 Communication Gear Coordination and Management					
Ch. 8 Coordinate Personnel Logistics	8.1 Meals Coordination and Management					
	8.2 Lodging Coordination and Management					
	8.3 Information Services Coordination and Management					
Ch. 9 Financial Accounting Guidelines	9.1 Establishing Emergency Charge Accounts					
	9.2 Tracking Time and Materials Charging					
Ch. 10 Employee Welfare	10.1 Tracking and Addressing Labor Relations Issues					
	10.2 Providing Family and Employee Assistance					
	10.3 Communicating Company Policy and Expectations					
Ch. 11 Damage Assessment	11.1 Coordinating and Carrying Out Field Activities					
Ch. 12 Load Shedding	12.1 Load Shedding					
Ch. 13 Modes of Operation	13.1 Normal Operations					
	13.2 Modified System Operations					

		System Level Officers Potentially Involved with the Process During a System Level Emergency				
		System Planning Officer	System Public Information Officer	System Liaison Officer	System Safety, Health and Environmental Officer	System Security Officer
Chapter	Process					
Ch. 14 Coordination of Restoration Activities	14.1 Coordinating Restoration Activities on Distribution Piping					
Ch. 15 Developing and Reporting ETRs	15.1 Developing and Reporting ETRs					
Ch. 16 Internal Communications	16.1 Conducting State Level Conference Calls and Briefings					
	16.2 Conducting Broader Company Communications					
Ch. 17 Public Information Communications	17.1 Corporate Message Development and Dissemination Controls		X			
	17.2 Coordinating with the Customer Contact Center					
	17.3 Managing Government Communications					
	17.4 Managing Media Communications and Relations					
	17.5 Managing Social Media, Web, Digital and Print Communications					
Ch. 18 Liaison Interactions	18.1 Managing Municipal Coordination					
	18.2 Managing State Agency Coordination			X		
	18.3 Managing Regulatory and Government Affairs			X		
	18.4 Federal Agency Reporting			X		
	18.5 Coordinating with Other Responding Agencies			X		
Ch. 19 Safety, Health and Environmental Coordination	19.1 Safety and Health Coordination				X	
	19.2 Environmental Impact Coordination				X	
Ch. 20 Security Coordination	20.1 Security Strategy Coordination and Implementation					X
Ch. 21 Reports and Documentation	21.1 Internal Reports and Documentation					
	21.2 Regulatory Driven Reports and Documentation					
	21.3 After Action Review					
Ch. 22 Demobilization	22.1 Demobilization Plan Development and Implementation	X				
Ch. 23 Drills and Training	23.1 Annual Training Courses					
	23.2 Drills and Exercises					
Ch. 24 Emergency Plan Maintenance	24.1 Timing and Procedure for Updating Plan					

Chapter 31: ICS Positions Checklist



31. ERP ICS Positions Responsibilities and Checklists

Introduction

This chapter contains detailed checklists for the State and Operational Level ICS positions that the Company can activate to respond to an emergency. The checklist contains all actions to be taken during the (i) Pre-Event Stage, (ii) Service Restoration Stage, and (iii) Post-Event Stage of an emergency that is to be signed and returned to Emergency Planning following a Level 1 Type Emergency. The number included in the checklist corresponds to the activity number associated with the role included in the Roles and Activities sections in the body of the ERP.

31.1. State Level ICS Positions

31.1.1. STATE INCIDENT COMMANDER

Position Title	State Incident Commander
Reports To	System Incident Commander
Typically filled by	VP/Director Field Operations NY
Location	<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description	<p>The State Incident Commander is responsible for all incident activities, including the development of strategies and in some cases tactics, along with the ordering and release of resources. The State Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations</p> <p>Responsible for the overall management of the emergency at the State Level, including:</p> <ul style="list-style-type: none">▪ Safety and Health;▪ Environmental;▪ Damage Assessment;▪ Gas Control Centers;▪ EOC operations;▪ Logistics;▪ Security;▪ Resource coordination;▪ Restoration;▪ Customer Contact Center;▪ External communications;▪ Employee communications;▪ Media Relations;▪ Regulatory Affairs;▪ Documentation, Time and materials cost tracking;▪ Demobilization;▪ Media Relations; and▪ Reports <ul style="list-style-type: none">▪ Provides tactical response guidance to the ICS Command and General Staff▪ Provides periodic updates to the System Incident Commander to ensure that the tactical level response is aligned with strategic level guidance.▪ Additional responsibilities as assigned by the System Incident Commander.
Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities

Event Restoration	<ul style="list-style-type: none"> Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

State Incident Commander Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
4.1.2.1.	Upon activation, reviews the classification assigned by the Dispatch and Scheduling Supervisor and changes accordingly.		
4.2.1.1.	Determines when to activate the State EOC based on the severity of the emergency.		
4.2.1.2 6.5.1.1	Determines which State Level ICS positions and support functions are required to respond to an emergency.		
	<u>Position</u> <u>Activated</u> <u>Not Activated</u>		
	State Public Information Officer	___	___
	State Liaison Officer	___	___
	State Safety & Health Officer	___	___
	State Environmental Officer	___	___
	State Security Officer	___	___
	State Planning Section Chief	___	___
	State Logistics Section Chief	___	___
	State Finance Section Chief	___	___
	State Human Resources Section Chief	___	___
	State Operations Section Chief	___	___
4.2.1.3.	Oversees operation of the State EOC or appoints a designee to do so in their absence.		

4.2.1.4.	Ensures that Emergency Planning develops and maintains an organization chart for the ERO activated at any point during an emergency.		
6.1.2.1.	Coordinates the use of personnel from unaffected parts of New York.		
6.1.2.2.	Elevates requests for additional resources to the System Planning Officer if there are not enough Company restoration resources available in New York.		
6.1.2.3.	Allocates resources from out of state to affected territories.		
6.2.2.1.	Works with System Planning Officer to develop restoration strategy and associated resource requirements during a System Level Emergency.		
6.2.2.2.	Elevates requests for resources to System Planning Officer who will then work to procure mutual assistance resources as needed.		
6.2.2.3.	Allocates mutual assistance resources to affected damage locations.		
6.3.2.1.	Works with System Planning Officer to develop restoration strategy and associated resource requirements.		
6.3.2.2.	Elevates requests for resources to System Planning Officer who will then work to procure contractors as needed.		
6.3.2.3.	Allocates contractors to affected locations.		
6.4.1.1.	Determines need for company retirees assistance.		
6.4.1.2.	Notifies Emergency Planning that retirees are being engaged.		
6.6.1.1.	Identifies additional support resources in Massachusetts and/or Rhode Island to fill emergency assignments not filled with available Company resources in New York, as required.		
6.6.1.2.	Coordinates with the appropriate parties to fill any remaining emergency assignments, as required.		
7.2.2.1.	Elevates specialty equipment needs during a System Level Emergency.		
7.3.1.1.	Initiates activation of staging sites.		
11.1.1.2.	Informs the Damage Assessment Managers to initiate the damage assessment process.		
14.1.1.1	Periodically contacts the On-Scene Branch Director: <ul style="list-style-type: none"> ➤ Obtains an emergency status update, 		

	<ul style="list-style-type: none"> ➤ Determines what emergency response actions are being taken by other response organizations, ➤ Determines emergency objectives and strategies to be followed, ➤ Inquires about plotter availability at the on-scene location, use of runners from a Company facility to the on-scene location may be necessary for delivery of updated maps – if plotters are unavailable, instruct that actions be taken to implement such a process. 		
14.1.1.2	<p>Approves estimates regarding the following (within the On-Scene Branch Director checklist, guidance is provided regarding the development and delivery of a consistent message that must be provided to the State Incident Commander):</p> <ul style="list-style-type: none"> ➤ Time required for repair, ➤ Time required to shut down all meters, ➤ Time required for gas-in and purging of all mains, ➤ Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process, and ➤ Time required for re-lights. 		
14.1.1.3.	Periodically contacts the appropriate Leadership representatives and provides an update of emergency events.		
14.1.1.4	<p>During a Gas System Emergency that requires a significant Gas Organization response, ensures that liaisons provide State and Municipal Emergency Managers (or their designee) with a daily written report containing the following information:</p> <ul style="list-style-type: none"> ➤ The communities and numbers of customers affected, and ➤ The status of the restoration efforts including the expected date that service will be restored to all customers, if known. The Company may provide such information more frequently if warranted by the circumstances of the incident and will continue to provide daily updates until service is restored to all customers. 		
15.1.1.1.	Approves ETRs for public distribution during the emergency.		
16.1.1.1.	Establishes strategies and immediate priorities and confirms objectives for the current operational period which will be included in the Incident Action Plan (which is discussed in detail in chapter 21.1) and defines objectives for the next operational period once restoration has commenced.		
16.1.1.2	Sets up and conducts regular briefings with ICS Command and General Staff beginning three days in advance of an anticipated emergency and through the duration of an emergency to maintain situational awareness during the Service		

	<p>Restoration Stage. Refer to Chapter 32.2 Appendices A and B to obtain a job aid and meeting agenda for facilitation of briefings. These calls cover, among other things:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.1.3.	Identifies operational situation changes that require augmentation / demobilization of resources and revises the level of response activation and communicates it to State Level ICS Command and General staff during an emergency.		
16.1.1.4.	Establishes contact with the System Incident Commander (System Level) when applicable.		
16.1.1.5.	Attends System Level briefings/conference calls and provides status updates on State Level activities and make requests for any required System Level support.		
16.2.1.1.	Approves a Company-wide or area-wide message to all employees regarding the facts of the emergency during the Service Restoration Stage and works with the State Public Information Officer to develop and disseminate this message; provides periodic updates.		
17.1.2.1.	Works with the State Public Information Officer to develop messages and provide approval for all information to be released by the Company.		
17.4.1.1.	Prepares for holding press conferences by working with the State Public Information Officer to compile the necessary briefing materials.		
18.2.1.1.	Directs the State Liaison Officer to coordinate manning of the NYSDHS EOC.		
18.3.1.1.	Directs State Liaison Officer to coordinate with New York State PSC.		
18.4.1.1.	Escalates issues that require coordination with federal level agencies to the System EOC.		

18.5.2.1.	Reviews expectations for cooperating agencies with State Liaison Officer prior to State Liaison Officer meeting with them.		
19.1.2.1.	Oversees safety and health incident response and receives incident reports from the State Safety and Health Officer.		
22.1.2.1.	Approves the Demobilization of response functions based on recommendations from the State Planning Section Chief including, but not limited to, the re-allocation and/or release of foreign crews and Company crews and support staff.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.1.2 STATE SAFETY AND HEALTH OFFICER

Position Title		State Safety and Health Officer
Reports To		State Incident Commander
Typically filled by		Safety Manager or Director
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Develops and manages Safety and Health objectives for the Emergency at the State Level.▪ Oversees that the Safety and Health response is aligned with Strategic Level guidance.▪ Provides operational safety response guidance for employees and restoration workers.▪ Exercises discretion on whether to stop any job or task deemed to be immediately dangerous to life or property.▪ Serves as a resource on Safety-related matters for the State Incident Commander.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Safety and Health and Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Receive update on:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.2.1.	Provides an update on any issues with the Safety and Health organization's preparation and activities.		
16.1.2.2.	Provides an update on any safety incidents that occur during an emergency including actions being taken to mitigate the incident, number and seriousness of injuries, and outside emergencies response agencies responding to the incident.		
19.1.3.2.	Ensures that hazardous situations are identified, inspections of staging areas, emergency work practices, and equipment are conducted, and on-boarding materials are available.		
19.1.3.3.	Ensures that daily safety calls and a daily sampling of safety brief effectiveness are conducted with contractor safety personnel.		
19.1.3.4.	Ensures that safety performance is tracked.		

19.1.3.6.	Relays key facts about a safety incident to the System Safety, Health and Environmental Officer during a System Level Emergency.		
19.1.3.7.	Determines a strategic plan for safety.		
19.1.3.8.	Assigns, coordinates and schedules qualified and competent safety & health professionals to the restoration area based on the classification and location of the emergency situation and obtains and distributes contact information.		
19.1.3.9.	Assesses the need for outside safety and industrial hygiene resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
19.1.3.10.	Ensures medical services are available, as needed.		
19.1.3.11.	Coordinates incident analysis, field audits, training and regulatory inquiries.		
19.1.3.12.	Assesses the need for outside Safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks.		
19.1.3.13.	Acts as a liaison between Supervisors and outside utilities concerning any safety & health-related activities or incidents.		
19.1.3.14	<p>In case of a safety incident, communicates with Field Safety Support to obtain the following information:</p> <ul style="list-style-type: none"> ➤ Status of the situation, ➤ Actions taken or being taken to mitigate the incident, ➤ Number and seriousness of injuries (personnel and public), ➤ Extent of any additional personnel or public exposure or impact as a result of the incident, ➤ Any other information necessary for the State Incident Commander to be fully informed of Safety impacts and concerns during the incident management, ➤ Outside emergency agencies responding to the incident and any additional resources required or requested, ➤ Support needed from internal organizations to protect the safety of employees, the public, or Company facilities, ➤ Instructions or additional information that may need to be communicated with employees or the public relating to safety, and 		

	➤ Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.		
19.1.3.15.	Ensures all investigations are managed to closure.		
19.1.3.16.	Ensures that safety and health personnel have been accounted for prior to their release from affected locations.		
19.1.3.17.	Reviews for approval any Operational or State Level safety-related communications to employees or the public to ensure that the communications conform to the strategic safety plan.		
19.1.3.18.	Ensures that Safety Incident Reports (as described in Chapter 21.1 of this ERP) are filed with the State Incident Commander.		
Post-Event Stage			
19.1.3.19	Ensures that all permits are closed out.		
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.1.3 STATE ENVIRONMENTAL OFFICER

Position Title		State Environmental Officer Gas
Reports To		State Incident Commander
Typically filled by		Environmental Manager
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Oversees environmental matters associated with the response, including strategic assessment, modelling, surveillance, and environmental monitoring and permitting.▪ Oversees that the Environmental response is aligned with Strategic Level guidance.▪ Serves as a resource on Environmental-related matters.▪ Serves as the primary point-of-contact for other responding agencies in the event of an environmental incident.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Environmental Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing State Environmental Officer.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Receive update on:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.3.1.	Provides an update on any issues with the Environmental organization's preparation and activities.		
16.1.3.2.	Provides an update on any environmental incidents that occur during an emergency including actions being taken to mitigate the incident		
.19.2.2.2.	Relays key facts about an environmental incident to the System Safety, Health and Environmental Officer during a System Level Emergency.		
19.2.2.5. 19.2.2.6	Assigns, coordinates and schedules qualified and competent environmental professionals to the restoration area based on the classification and location of the emergency situation and obtains and distributes contact information.		
19.2.2.7	Establishes contact with Environmental field personnel and provides:		

	<ul style="list-style-type: none"> ➤ The incident status, objectives and expectations, ➤ Policy on information dissemination and other pertinent information, and ➤ Schedule for telephone conferences between the State Environmental Officer and Environmental field personnel. 		
19.2.2.10.	Assesses the need for outside environmental resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
19.2.2.11.	Identifies the need for and obtains permits, consultations, and other authorizations, including Endangered Species Act (ESA) provisions during the Service Restoration Stage.		
19.2.2.12.	Develops shoreline clean-up and assessment plans; identifies the need for and prepares any special advisories or orders.		
19.2.2.13.	Identifies sensitive areas and recommends response priorities.		
19.2.2.14.	Obtains copies of any relevant exposure data such as MSDS sheets and Environmental procedural guidelines and ensures that field Environmental personnel get this information.		
19.2.2.15.	Coordinates incident analysis, field audits, training and regulatory inquiries.		
19.2.2.16.	Develops disposal plans as conditions require and provides guidance as necessary.		
19.2.2.17.	Tracks and documents quantity of oil spills that occur throughout the event.		
19.2.2.18.	Acts as a liaison between Supervisors and outside utilities concerning any Environmental-related activities or incidents.		
19.2.2.19.	<p>In case of an environmental incident, communicates with the Environmental field personnel to obtain the following information:</p> <ul style="list-style-type: none"> ➤ Status of the situation, ➤ Actions taken or being taken to mitigate the incident, ➤ Extent of any additional personnel or public exposure or impact as a result of the incident, ➤ Extent, rate, and effects and environmental impact as a result of the incident, ➤ Outside emergency response agencies responding to the incident and any additional resources required or requested, 		

	<ul style="list-style-type: none"> ➤ Support need from internal organizations to protect the environment, and ➤ Instructions or additional information that may need to be communicated with employees or the public relating to environmental hazards. 		
19.2.2.20.	Monitors the environmental consequences of response actions.		
19.2.2.21.	Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.		
19.2.2.22.	Verifies that monitoring and sampling plans have been developed and provides guidance as necessary.		
19.2.2.23.	Supports construction activity during restoration in or near protected resources, impacting endangered species, etc.		
19.2.2.24.	Ensures that accountability for personnel has been completed prior to the release of personnel from affected locations.		
19.2.2.25.	Reviews for approval any State-Level Environmental-related communications to employees or the public to assure that the communications conform to the strategic Environmental plan.		
19.2.2.26.	Ensures that Environmental Incident Reports (as described in Chapter 21.1 of this ERP) are filed following an environmental incident.		
19.2.2.27.	Completes all environmental based documentation and inputs significant environmental actions into the IMS system.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage for Level 1 or 2 type events		

31.1.4 STATE PUBLIC INFORMATION OFFICER

Position Title		State Public Information Officer Gas
Reports To		State Incident Commander
Typically filled by		Corporate Communications Director
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Develops and/or approves all internal and external communications messages based on guidance from the State Incident Commander.▪ Coordinates the release of all Emergency-related communications within the state.▪ Oversees additional responsibilities as assigned by the State Incident Commander
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Public Information Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing Regional Public Information Officer.		
15.1.2.1.	Notifies appropriate regulators, public officials and media outlets of the expected timeframe for the initial ETR.		
15.1.2.2.	Monitors that ETRs are communicated via telephone, website and at least 1 other form of appropriate media outreach.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receives a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.3.2.	Provides an overview of the level of public interest in the emergency, the public information strategy, speaker preparation, information sources including news releases, fact sheets, videos, photos, and new clips, and information dissemination schedules for interviews, news briefings, and town meeting schedules.		

16.2.2.1.	Disseminates Company-wide or area-wide messages developed by the State Incident Commander to all employees regarding the facts of the emergency.		
17.1.3.1.	Holds a call/briefing with the Emergency Communications Team prior to the emergency, when the emergency is anticipated, to discuss overall messaging strategy, Pre-Event messages, Internal Communications, Media Communications, Web and Social Media Strategy, Government and Regulatory Relations, and Community and Customer Messaging.		
17.1.3.2.	Develops messages in conjunction with the State Incident Commander to be disseminated to the media, government and community leaders, and employees.		
17.1.3.3.	Obtains approval from the State Incident Commander on all information to be released.		
17.1.3.4.	Disseminates messages to the media, government and community leaders, and employees in coordination with the State Operations Section Chief.		
17.1.3.5.	Obtains media information that may be useful for planning during the Service Restoration Stage.		
17.1.3.6.	Establishes contact with the System Public Information Officer during a System Level emergency and disseminates messaging to the State Level that was developed and approved at the System Level.		
17.2.1.1.	Coordinates messaging and other activities with the Customer Contact Center Director.		
17.3.1.1.	Oversees the communication of Company response activities to public officials.		
17.4.2.1.	Ensures that accommodations are made for 24-hour media coverage.		
17.4.2.2.	Establishes a dedicated phone line(s) for inquiries from the press.		
17.4.2.3.	Begins to gather basic facts about the crisis - who, what, where, and when and use this info to answer inquiries.		
17.4.2.4.	Arranges for tours, interviews, and other briefings that may be required.		
17.5.1.1.	Directs the development and maintenance of social media, web, digital and print communications and oversees the updating of these applications, where needed, during major emergencies.		
18.3.2.1.	Coordinates with the State Liaison Officer to ensure the unity of communications with the Company's regulatory agencies during an emergency.		

20.1.2.1.	Gathers security status updates from State Security Officer when there is a security incident.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.1.5 STATE LIAISON OFFICER

Position Title		State Liaison Officer
Reports To		State Incident Commander
Typically filled by		Customer & Community Management Director or Regulatory Director
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Directs the assignment of Company personnel to the New York DHSES EOC as requested.▪ Serves as the primary point of contact for Regulatory Affairs and Company liaison reporting to the NYS DHSES EOC.▪ Provides Tactical Level guidance to the Liaison Supervisor(s).▪ Coordinates restoration activities and support with New York government response agencies.▪ Provides periodic updates to the State Incident Commander as appropriate.▪ Oversees additional responsibilities as assigned by the State Incident Commander.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Liaison Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command obtain a briefing from the outgoing State Liaison Officer		
7.4.1.1.	Contacts the appropriate officials to obtain a public facility/open space as an On-Scene Command Center.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receives a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.4.2.	Provides an overview of agencies and stakeholders impacted by or responding to the emergency, updates on the strategic level government response, available resources, status of cooperating agency activities in support of the emergency, and stakeholders' issues and concerns.		
18.1.1.1.	Coordinates the manning of government agencies' EOCs when directed to do so by the State Incident Commander including establishing a rotation of personnel when these EOCs are anticipated to be opened for more than 12 hours.		

18.1.1.2	<p>Keep agencies supporting the emergency aware of the emergency status, including:</p> <ul style="list-style-type: none"> ➤ Identification of a contact person/supervisor for each agency/stakeholder, ➤ Discussion of the emergency and plans for restoration, ➤ Information on various resources and support services available to the agencies/stakeholders, and ➤ When service to all customers has been restored. 		
18.1.1.3.	Interacts with government representatives and establishes a rotation of personnel when these are anticipated to be opened for more than 12 hours.		
18.2.2.1.	Coordinates the manning of the NYSDHS EOC as requested by the State Incident Commander.		
18.2.2.2.	Begins maintaining a list of assisting and cooperating agencies/ representatives.		
18.5.3.1.			
18.2.2.3. 18.5.3.3.	Establishes contact with the System Liaison Officer during a System Level emergency.		
18.3.3.2.	Manages Liaisons coordinating with the NYSPSC, including the NYSPSC representative in the NYSDHS EOC and other high ranking regulatory officials as required.		
18.5.3.2.	<p>Keep agencies supporting the emergency aware of the status of the Company's restoration efforts. Prior to meeting with Agency Representatives and Stakeholders:</p> <ul style="list-style-type: none"> ➤ Review incident objectives, ➤ Company requests for assistance from or coordination with other agencies, ➤ Determine status of outstanding requests from other agencies, and ➤ Availability of personnel and equipment available to assist other agencies. 		
21.2.2.1.	Provides the Gas Operations Status Update Report to the Community and Emergency Management Liaisons for distribution to external stakeholders.		

Post Event Stage

	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		
--	--	--	--

31.1.6 STATE PLANNING SECTION CHIEF

Position Title		State Planning Section Chief
Reports To		State Incident Commander
Typically filled by		Engineering Director
Location		<ul style="list-style-type: none">State Emergency Operations Center, orAs determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">Collect and manage all incident-relevant operational data,Supervise preparation of the Incident Action Plan,Coordinate Traffic, Medical, and Communications Plans and other supporting information into the Incident Action Plan,Compile, display, and assemble reporting of incident status information,Establish information requirements and reporting schedules for units (e.g., Resources, Situation Units), andEnsure implementation of the Operator Qualification Plan
	Pre-Event	<ul style="list-style-type: none">Refer to the subsequent Check-List for notable responsibilitiesRefer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">Hard HatSafety glassesHi-Visibility VestEH Rated ASTM24 or ANSI Z41 part 91 compression toe work bootsLeather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">VehicleCell PhoneLaptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">EMR004 - ERP and ICS OverviewEMR025- National Grid Incident Command System (one time)Participation in the annual State and Branch Level Exercises as requiredOn-the-Job training when / as required

State Planning Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing Regional Planning Section Chief.		
4.2.2.1.	Activates the State EOC if directed to do so by State Incident Commander.		
6.1.3.1. 6.2.3.1. 6.3.3.1.	Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to field locations.		
6.1.3.2. 6.2.3.2.	Contacts Resource Unit Leader and determines resources on-scene and requested (location/status) and then considers the need for resources in addition to those on-scene or requested.		
6.1.3.3.	Maintains a Personnel Resource Status Sheet and provides personnel resource updates to the State Incident Commander on a regular basis.		
6.1.3.4.	Ensures implementation of the National Grid Operator Qualification (OQ) Plan and requests assistance with defining personnel qualification requirements for Company restoration personnel.		
6.1.3.5. 6.2.3.1. 6.3.3.2. 6.4.3.3. 6.5.2.1. 6.6.2.2.	Completes the Contact Information Form (an example of which is included as Exhibit B to this chapter and is also included in Appendix A of this ERP in Ch. 32.2) by entering information for all personnel involved with the emergency organization including cell phone and Nextel numbers, if applicable.		
6.1.3.6.	Collects and manages all incident relevant operational data.		

6.2.3.2.	Escalates information called for in Exhibit F (Ch. 32.2) to System Planning Officer so the Emergency Planning Lead can provide it to the utility providing mutual assistance.		
6.2.3.2. 6.3.3.3.	Activates use of the Foreign Crew Tracking Excel file as utility mutual assistance resources are acquired.		
6.2.3.3. 6.3.3.4.	Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.		
6.4.3.1.	Identifies retirees to fill required positions.		
6.4.3.2.	Passes along list of desired retirees to Emergency Planning.		
6.6.2.1.	Identifies additional support resources based on secondary and tertiary emergency response assignments in New York to fill emergency assignments, as required.		
7.3.2.1. 8.1.1.1. 8.2.1.1.	Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure bus transportation to and from staging sites, meals and lodging are provide as necessary.		
11.1.2.2.	Reassigns damage assessment personnel following the completion of damage assessment surveys.		
14.1.2.1.	Takes appropriate actions to activate the Gas Emergency Operations Center.		
14.1.2.2.	Validates Resource Unit Leader's decisions for external utility resource needs assessment and obtains approval from the State Incident Commander to acquire resources.		
15.1.3.1.	<p>Determines when it is necessary to enact custom ETR rules and notifies the State Public Information Officer of the following during the Pre-Event Stage, when practical:</p> <ul style="list-style-type: none"> ➤ The time that Damage Assessment begins or is expected to begin. ➤ The time that the first ETR update is expected to be due. (No later than completion of Damage Assessment or 24 hours from the beginning of the emergency.) ➤ The reporting period for subsequent reports 		

	<ul style="list-style-type: none"> ➤ Time that normal operations or Emergency Event ETR Rules will be turned off. 		
15.1.3.2.	Determines an event ETR based on feedback from the field, obtains ETR approval from the State Incident Commander, and distributes approved ETRs to the State Public Information Officer.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.5.1.	Provides feedback on the current ERO, response activities, and objectives; provides updates on resource status, weather and other pertinent facts of the emergency; and recommends changes to the ERO layout and personnel of the ERO.		
16.1.5.2.	Makes recommendations on additional actions or alternative strategies needed to reach the strategic objectives and provides periodic predictions (based on changes in weather, manpower, and resource availability) on incident potential.		
21.1.3.1.	Oversees completion of the Incident Action Plan and ensures they are prominently displayed at the State EOC and On-Scene Command Center, if activated.		
21.1.3.2.	Establishes information requirements and resource status information reporting schedules as needed (e.g. Resource Coordination, Event Damage Analysis Units).		
21.1.3.3.	Establishes information requirements, situation reports, and resource status information reporting intervals (schedules) with all ICS Command and General Staff.		
21.2.5.1.	Oversees preparation of Gas Operations Status Update Report.		

21.2.5.2.	Provides the Gas Operations Status Update Report to the State Liaison Officer for distribution to external stakeholders.		
22.1.3.1.	Tracks restoration and resource allocation status throughout the emergency.		
22.1.3.2.	Evaluates resource needs at the Operational and State Levels and makes recommendations to the State Incident Commander about re-allocating or releasing resources.		
22.1.3.3.	Oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.1.7 STATE LOGISTICS SECTION CHIEF

Position Title		State Logistics Section Chief
Reports To		State Incident Commander
Typically filled by		Manager or Director
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Manages the Logistics team (materials, staging sites, fleet services, facility, materials, communications, meals and lodging) in support of restoration.▪ Oversees additional responsibilities as assigned by the State Incident Commander.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Logistics Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing Regional Logistics Officer.		
7.5.1.1.	Arranges for the procurement of communication equipment for the ERO at the State and Operational Levels if the Company's stock is depleted during an emergency.		
11.1.5.1.	Provides logistics support to Damage Assessment Managers, as required.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity (expansion and contraction) of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.6.1.	Provides an overview of the current disposition of logistics support for the Company during the emergency.		
22.1.4.1.	Reviews the list of personnel proposed for demobilization daily and adjusts material, fleet, staging site, communication, meal and lodging requirements accordingly as resources are re-allocated or released.		
22.1.4.2.	Adjusts logistics organization to reflect changes in logistics requirements.		

Post-Event Stage

	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		
--	--	--	--

31.1.8 STATE SECURITY OFFICER

Position Title		State Security Officer
Reports To		State Incident Commander
Typically filled by		Manager or Director of Security
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Manages and supervises the Security organization's actions and response objectives for restoration at the State Level.▪ Establishes appropriate utilization of Security services.▪ Serves as a resource on Security-related matters.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Security Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
16.1.7.1.	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the individual currently in command of the situation.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receives a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.7.2.	Provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and Company facilities, available security resources, stakeholders' concerns/issues, the status of cooperating agency activities in support of an incident, location of shelters (if utilized), and any evacuation of facilities and assembly areas including results of employee accountability surveys.		
19.1.5.1. 19.2.3.1.	Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.		

20.1.3.1.	Relays key facts about security to the System Security Officer during a System Level emergency.		
20.1.3.2.	Directs the activation of the Operational and State Level security response organization and activates and mobilizes the appropriate security and contractor personnel in accordance with the directives specified in the Security Emergency Response Guide.		
20.1.3.3.	Establishes contact with local and state law enforcement agencies and ascertains their needs and/or concerns, as necessary.		
20.1.3.4.	Assesses the need for outside security resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
20.1.3.5.	Assesses the need for security supplies and makes arrangements to acquire needed supplies if so approved by the State Incident Commander.		
20.1.3.6.	Assesses the need for outside security training services to qualify additional personnel or outside resources to perform required tasks.		
20.1.3.7.	Ensures that admittance to FERC critical infrastructure is controlled by a guard force and limited to personnel with proper identification, as required.		
20.1.3.8.	<p>In case of a security incident, communicates with the on-scene security personnel to obtain the following information:</p> <ul style="list-style-type: none"> ➤ Status of the situation, ➤ Actions taken or being taken to mitigate the incident, ➤ Number and seriousness of injuries (personnel and public), if any, ➤ Extent of any additional personnel or public exposure or impact as a result of the incident, ➤ Outside emergency response agencies responding to the incident and any additional resources required or requested, ➤ Support needed from internal organizations to protect the security of employees, the public, or our facilities, and ➤ Instructions or additional information that may need to be communicated with employees or the public relating to security. 		
20.1.3.9.	Obtains and distributes security personnel contact information.		
20.1.3.10.	Arranges to provide Company-dedicated security at field sites, motels and other staging sites, as necessary.		

20.1.3.11.	Oversees that investigations are conducted, as necessary.		
20.1.3.12.	Oversees that on-scene security photographic services are provided, as necessary, to secure evidence.		
20.1.3.13.	Assists and supports other Company resources during the emergency with the gathering of visual and documented data for post-emergency claims and asset recovery purposes.		
20.1.3.14.	During a System Level emergency, establishes contact with the System Security Officer, if activated, and obtains strategic plan for Security, security expectations, policy on information dissemination as well as any other pertinent information, and ensures that critical locations have appropriate security coverage and that guards are on duty at all times.		
20.1.3.15.	Schedules telephone conferences between appropriate security personnel.		
20.1.3.16.	Provides periodic updates to the State Public Information Officer when a Security event occurs including: <ul style="list-style-type: none"> ➤ Security status at the scene, ➤ Any planned augmentation of security at other sites, and ➤ Status of Security and external agency investigations 		
20.1.3.17.	Ensures that accountability for personnel has been completed prior to the release of personnel from affected locations.		
20.1.3.18.	Reviews for approval any Operational or State Level security-related communications to employees or the public to ensure that the communications conform to the strategic Security Plan for the event.		
Post-Event Stage			
20.1.3.19	Ensures that Security Incident Reports (as described in Chapter 21.1 of this ERP) are compiled Post-Event.		
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.1.9 STATE FINANCE SECTION CHIEF

Position Title		State Finance Section Chief
Reports To		State Incident Commander
Typically filled by		Finance Manager or Director
Location		<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none"> Tracking of incident costs and reimbursement accounting, Providing advice on financial implications based on planned course(s) of action, Provides assistance with obtaining contracting/purchasing approvals, Attending planning meetings (as required), Management of all financial aspects of an incident, Providing financial and cost analysis information (as requested), Gathering pertinent information (defined during update conferences with responsible National Grid organizations), Meeting with National Grid support organizations, Maintaining continuous contact with the Incident Commander or designee on financial matters, Providing financial input to planning of the incident demobilization, and Briefing appropriate National Grid personnel on incident-related financial issues as well as issues that will require follow-up actions.
	Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves

Special Equipment (Suggested)	<ul style="list-style-type: none"> ▪ Vehicle ▪ Cell Phone ▪ Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> ▪ EMR004 - ERP and ICS Overview ▪ EMR025- National Grid Incident Command System (one time) ▪ Participation in the annual State and Branch Level Exercises as required ▪ On-the-Job training when / as required

State Finance Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
16.1.8.1.	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing Regional Finance Section Chief.		
7.1.3.1. 7.2.5.1. 7.3.4.1. 8.1.4.2. 8.2.4.1.	Administers all financial matters pertaining to vendor contracts, leases, and fiscal agreements for logistics.		
9.2.1.2.	Provides guidance on the accurate completion of all personnel and equipment time records.		
9.2.1.3.	Serves as a point of contact for incident personnel to discuss and resolve all financial issues and requirements.		
16.1.8.2.	Provides an overview of the current disposition of matters related to emergency response financial activities		
16.1.1.2	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and 		

	➤ Special concerns.		
19.1.6.1.	Manages all administrative matters pertaining to compensation for injury and claims-related activities for an incident.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.1.10 STATE HUMAN RESOURCES SECTION CHIEF

Position Title		State Human Resources Section Chief
Reports To		State Incident Commander
Typically filled by		Human Resources Manager/Director
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Serves as the primary point of contact for all human resource requirements within the affected State
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Human Resources Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
16.1.9.2	Provides an overview of any significant employee or labor issues.		
Service Restoration Stage			
6.5	Report to the designated State Incident Commander and check in as required.		
6.5	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Human Resources Officer.		
16.1.1.2	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.9.2	Provides an overview of any significant employee or labor issues.		
19.1.7.1	Ensures that death and injury notifications have been given to the families of victims in the event of a serious injury or death.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.1.11 STATE OPERATIONS SECTION CHIEF

Position Title		State Operations Section Chief
Reports To		State Incident Commander
Typically filled by		Field Operations Director/Manager CMS Director/Manager Construct & Maintain Director/Manager
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Serves as the primary point of contact for all tactical restoration requirements within the affected State.▪ Provides operational guidance to On-Scene Branch Director
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

State Operations Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
4.2.3.1. 6.5.3.1.	Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.		
4.2.3.2.	Determines the need for and oversees operation of the On-Scene Command Center or appoints a designee to do so in their absence.		
4.2.3.3.	An On-Scene Command Center can be established at or near the emergency location and can be in the form of a Company facility, emergency command trailer or response vehicle. When appropriate, coordination with external agencies may provide the option to establish an On-Scene Command Center at a nearby fire house.		
6.1.5.1. 6.2.6.1. 6.3.5.1.	Gathers preliminary information from the on-scene responder and Gas Dispatch and Scheduling and determines resources required, i.e., Field Operations, Metering Services, Service personnel, etc.		
6.1.5.2. 6.2.6.2. 6.3.5.2.	Requests additional resources from the State Incident Commander If resource needs can't be met by resources allocated to the territory.		
6.1.5.3.	Directs all Gas Organization emergency response personnel check in with the Resources Unit Leader.		
6.5	Ensure that all response personnel are aware that you are now the State Operations Section Chief.		
6.5	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Operations Section Chief		
14.1.7.1	Periodically contact the Incident Commander and: <ul style="list-style-type: none"> ➤ Provides an emergency status update, 		

	<ul style="list-style-type: none"> ➤ Indicates what emergency response actions are being taken by the Company and other response organizations, ➤ For multi-day Emergencies, holds a meeting at all shift changes and /or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected, and ➤ When determined necessary, ensures the prompt deployment of CNG trailers to restore critical facilities affected by the gas outage. 		
15.1.4.1.	Approves Operational Level ETRs prior to submission to the State Planning Section Chief during the Service Restoration Stage.		
15.1.4.2.	Provides estimates regarding the various restoration activities (repairs, customer shut-offs, purging, etc.) and when service will be restored.		
15.1.4.3.	<p>Considers the following:</p> <ul style="list-style-type: none"> ➤ Time required for repair, ➤ Time required to shut down all meters – anticipate a high Can't Get In (CGI) rate, ➤ Time required for gas-in and purging of all mains, ➤ Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process, ➤ Time required for re-lights – expect high CGI rates. 		
16.1.1.2	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, 		

	<ul style="list-style-type: none"> ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.10.1.	Provides an update on the emergency response including primary and alternate strategies/tactics.		
16.1.10.2.	Makes requests for State Level assistance with resource, facility and specialty equipment needs (helicopter, heavy lift, etc.).		
16.2.3.1.	Considers posting a message to all Operational Level employees regarding the facts and objectives of the incident and provides periodic updates.		
19.1.8.1.	Ensures personnel safety issues are addressed while coordinating this work with field personnel.		
20.1.4.1.	Works with the State Security Officer to oversee the establishment of security to assist with handling customers entering the On-Scene Command Center.		
20.1.4.2.	Works with the State Security Officer to account for operational resources.		
21.2.6.1.	Provides information required for the Gas Operations Status Update Report to the State Planning Section Chief for inclusion in the report.		
22.1.5.1.	Identifies operational situation changes that require augmenting/ demobilizing resources.		
22.1.5.2.	Provides restoration status and resource request information to the State Planning Section Chief.		
22.1.5.3.	When appropriate, oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.		
22.1.5.4.	Notifies resources of their transfer or release and provides contact information for their new assignment as applicable.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2 Operational Level Positions

31.2.1 REGULATORY LIAISON

Position Title	Regulatory Liaison
Reports To	State Liaison Officer
Typically filled by	Manager/Lead Analyst Regulatory
Location	<ul style="list-style-type: none"> As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Liaises with high ranking regulatory officials as required.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Regulatory Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
18.3.5.1.	Liaises with high ranking regulatory officials as required.		
21.2.3	Distributes the Gas Operations Status Update Report to NYSDHS.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.2 EMERGENCY MANAGEMENT LIAISON

Position Title	Emergency Management Liaison
Reports To	State Liaison Officer
Typically filled by	Vice President/Director
Location	<ul style="list-style-type: none"> State Emergency Operations Center
Job Description	<ul style="list-style-type: none"> Liaises with NYS DHSES and NYS PSC officials to keep them abreast of gas related Emergencies.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Emergency Management Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
Service Restoration Stage			
18.2.3.1.	<p>Liaises with the state emergency management agencies on a regular basis to prepare for emergency coordination efforts. Prior to meeting with agencies and stakeholders:</p> <ul style="list-style-type: none"> ➤ Review incident objectives, ➤ Company requests for assistance from or coordination with other agencies, ➤ Determine status of outstanding requests from other agencies, and ➤ Availability of personnel and equipment available to assist other agencies. 		
18.2.3.2.	Provides outage information to NYSDHS representatives on a regular basis.		
18.2.3.3.	Assists with the prioritization and coordination of State Level requests as required.		
18.3.4.1.	Liaises and meets with the NYSPSC representative in the NYSDHS EOC as required.		
21.2.3.1.	Distributes the Gas Operations Status Update Report to NYSDHS.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.3 COMMUNITY LIAISON

Position Title		Community Liaison
Reports To		State Liaison Officer
Typically filled by		Customer Organization
Location		<ul style="list-style-type: none">▪ Field location/ Command Trailer/MEOC
Job Description		<ul style="list-style-type: none">▪ Responding to concerns and requests by non-Company personnel,▪ Informing Company of significant actions being planned by non-Company personnel, and▪ Providing information through approved channels within the National Grid organization.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR006- Community Liaison Training▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

Community Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
18.1.2.3.	Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.		
Service Restoration Stage			
17.1.4.1.	Communicates with the State Public Information Officer to get the information dissemination plan and schedule prior to an emergency, when practical, and maintains contact as needed throughout the emergency.		
17.1.4.2.	Disseminates messages developed by the State Public Information Officer to the media, government and community leaders, and employees in coordination with the State Operations Section Chief		
17.1.4.3.	Obtains media information that may be useful for planning.		
17.1.4.4.	Periodically meets with the State Liaison Officer to align messaging and obtains the names and numbers of additional agencies, organizations and stakeholders to be added to the dissemination list.		
18.1.2.2.	When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.		
18.1.2.3.	Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.		
21.2.4.1.	Distributes the Gas Operations Status Update Report to municipal emergency managers.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.4 RESOURCE UNIT LEADER

Position Title	Resource Unit Leader
Reports To	State Planning Section Chief
Typically filled by	Resource Coordination/Planning Coordinator
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or On Scene Command Trailer/MEOC /Field Location As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> If Contractor Crews are being utilized, keep detailed records of their work assignments and schedules If Foreign Utility Crews are being utilized: request at least one supervisor for every ten (10) responder and keep detailed records of their activities and work locations. Their National Grid escorts should have cellular phones and should call in periodically for messages Note what hotel they are staying at so that they may be contacted if necessary
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Resource Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
6.1.4.1.	Works with the On-Scene Branch Director and/or the Section Deputy to determine the Gas Organization personnel needed to respond to the event.		
6.6.3.1.	Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.		
6.6.3.2.	Works with the State Planning Section Chief to identify additional resources in New York to fill support roles note filled after consulting personnel already assigned.		
6.6.3.3.	Works with the State Incident Commander to identify resources in New York to fill support roles note filled after consulting personnel already assigned and the State Planning Section Chief.		
6.6.3.4.	Provides State Planning Section Chief updates on requirements for additional support resources.		
8.1.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		
8.2.2.1.			
Service Restoration Stage			
6.1.4.2.	Identifies the individual(s) at the scene, to whom Company personnel should report.		
6.1.4.3.	Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included as Exhibit C to this chapter, which is included in Appendix A of this ERP) to do this.		
6.2.4.1.			
6.3.4.1.			
6.6.3.1.	Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.		
	Implement regularly scheduled communication with Dispatch & Scheduling to ensure the balance of workforce management for shift coverage as well as maintaining emergency support throughout the unaffected jurisdictional areas.		
6.6.3.2.	Works with the State Planning Section Chief to identify additional resources in New York to fill support roles note filled after consulting personnel already assigned.		

6.6.3.3.	Works with the State Incident Commander to identify resources in New York to fill support roles not filled after consulting personnel already assigned and the State Planning Section Chief.		
6.6.3.4.	Provides State Planning Section Chief updates on requirements for additional support resources.		
7.1.1.1.	Communicates materials needs (e.g. materials) of utility mutual assistance crews to the State Logistics Section Chief.		
8.1.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		
8.2.2.1.			
14.1.3.1.	Summarizes Damage Survey results.		
14.1.3.2.	Maintains oversight of work distribution process.		
14.1.3.3.	Evaluates the need for potential external resources and internal support from other regions.		
14.1.3.4.	Performs an assessment of Mutual Assistance needs beyond northeast region.		
14.1.3.5.	Communicates needs assessment with State Planning Section Chief.		
14.1.3.6.	Ensures system mapping is provided.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.5 GAS CONTROL

Position Title		Gas Control
Reports To		State Planning Section Chief
Typically filled by		Gas Control Manager or Chief Operator
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ Gas Control
Job Description		<ul style="list-style-type: none">▪ Monitors, controls and coordinates all gas main line activities that effect the transportation of natural gas from the system interconnects with interstate pipelines to our customers, this includes both planned and unplanned gas system outages and emergencies.▪ Maintains the responsibility to evaluate, approve and confirm the appropriateness of any planned system configuration changes, maintain documented interim configuration information and coordinate the review and documentation of final system configuration updates as needed to ensure the safety and reliability of the gas system.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

Gas Control Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
13.2.1.1.	Operates the Gas Distribution and Transmission System.		
13.2.1.2.	Monitors, controls and coordinates all gas main line activities.		
13.2.1.3.	Establishes restoration priorities and directs restoration efforts.		
13.2.1.4.	Dispatches gas supplies to meet system requirements.		
13.2.1.5.	Provides overall control of the Distribution System.		
13.2.1.6.	Regulates the pressures and flow rates in the Distribution System.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.6 TECHNICAL SPECIALIST

Position Title		Technical Specialist	
Reports To		State Planning Section Chief	
Typically filled by		Operations Engineering	
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander	
Job Description		<ul style="list-style-type: none">▪ Defines all customers affected by a system outage.▪ Evaluates overall effect on the gas system.▪ Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.	
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities	
	Event Restoration		
	Post-Event		
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves	
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop	
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required	

Technical Specialist Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	N/A		
Service Restoration Stage			
13.2.3.1.	Defines all customers affected by a system outage.		
13.2.3.2.	Evaluates overall effect on the gas system.		
13.2.3.3.	Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.7 DISPATCH AND SCHEDULING

Position Title		Dispatch and Scheduling
Reports To		State Planning Section Chief
Typically filled by		Dispatch Manager or Lead Supervisor
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification level.▪ Communicates the Emergency Classification Level to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch and Scheduling from another region to perform all or a portion of the notifications.▪ Classifies the emergency incident and makes appropriate notifications.▪ Develops and distributes regulatory updates.▪ Distributes event notifications as needed based on Gas Emergency Notification Chart in Table 2.▪ For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may not have contributed to the incident.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop

Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required
---	--

Dispatch and Scheduling Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
4.1.3.1.	Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification level.		
14.1.4.1.	Classifies the emergency incident and makes appropriate notifications.		
Service Restoration Stage			
4.1.3.1.	Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification level.		
4.1.3.2.	Communicates the emergency Classification Level to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch and Scheduling from another region to perform all or a portion of the notifications.		
14.1.4.1.	Classifies the emergency incident and makes appropriate notifications.		
14.1.4.2.	Develops and distributes regulatory updates.		
14.1.4.3.	Distributes event notifications as needed based on Gas Emergency Notification Chart in Table 2.		
18.4.2.1.	<p>For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may not have contributed to the incident. Upon determination, communicate the need for completion of:</p> <ul style="list-style-type: none"> ➤ Alcohol testing within a 2 – 8-hour period of the incident. ➤ Drug testing within a 32-hour period of the incident. 		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.8 Operational Resource Coordinator

Position Title		Operational Resource Coordinator
Reports To		State Operations Section Chief
Typically filled by		Director/Manager Operations
Location		<ul style="list-style-type: none">On Scene Command Trailer/MEOC /Field Location
Job Description		<ul style="list-style-type: none">Communicate with Emergency Planning regularly for updated information on mutual assistance utilities providing resourcesIdentify with Operations Section Chief when resources are neededAs mutual assistance resources arrive ensure staging site is ready and what onboarding information is required.Deliver critical safety and operations information to internal and external mutual aid crews.
	Pre-Event	<ul style="list-style-type: none">Refer to the subsequent Check-List for notable responsibilitiesRefer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">Hard HatSafety glassesHi-Visibility VestEH Rated ASTM24 or ANSI Z41 part 91 compression toe work bootsLeather Gloves
Special Equipment		<ul style="list-style-type: none">VehicleCell PhoneLaptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">EMR004 - ERP and ICS OverviewEMR025- National Grid Incident Command System (one time)Participation in the annual State and Branch Level Exercises as requiredOn-the-Job training when / as required

Operational Resource Coordinator Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
	Communicate with Emergency Planning regularly for updated information on mutual assistance utilities providing resources		
	Discuss with Operations Section Chief when external resources are needed		
	As mutual assistance resources arrive ensure staging site is ready and what onboarding information is required.		
	Deliver critical safety and operations information to internal and external mutual aid crews.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.9 DAMAGE ASSESSMENT LEAD

Position Title	Damage Assessment Lead
Reports To	State Planning Section Chief
Typically filled by	Engineering Manager
Location	<ul style="list-style-type: none"> Field location/ Command Trailer/MEOC
Job Description	<ul style="list-style-type: none"> Responding to concerns and requests by non-Company personnel, Informing Company of significant actions being planned by non-Company personnel, and Providing information through approved channels within the National Grid organization.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Damage Assessment Lead Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
11.1.3.1.	Activates Damage Assessment Teams and support personnel.		
11.1.3.2.	Reviews availability of supplies to support the damage assessment process and coordinates with the State Logistics Section Chief to acquire additional supplies, as needed.		
11.1.3.3.	Informs the State Planning Section Chief when the damage assessment process is completed.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

31.2.10 Gas State/County Special Request Coordinator

Position Title	Special Request Coordinator
Reports To	On Scene Branch Director
Typically filled by	Escalated Complaints Manager or Lead Supervisor
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Manages Special Requests from State/County/Municipality Liaisons.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Gas State/County Special Request Coordinator Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
	Ensures appropriate staffing to manage process.		
	Receive and process special requests from EOC Liaisons.		
	Obtain appropriate response from On-Scene Branch Director.		
	Close out request and report back to EOC Liaison.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.11 IS Event Lead

Position Title		IS Event Lead
Reports To		Director of Service Delivery, IS Operations
Typically filled by		Information Services
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Responsible for all IS resources and activities during an emergency event.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

IS Event Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
8.3.1.1.	Postpones planned maintenance on critical IS systems in anticipation of an emergency.		
8.3.1.2.	Directs IS support resources to address any issues with Company hardware and software that are critical to a successful emergency response.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.12 FLEET LEAD

Position Title	Fleet Lead
Reports To	State Logistics Section Chief
Typically filled by	Fleet Manager or Lead Supervisor
Location	Staging Site or field location
Job Description	<ul style="list-style-type: none"> Responsible for all Fleet activities during an emergency event.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Fleet Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
7.2.4.1.	Acquires supplemental equipment based on the following order: 1) availability within the Company's New England fleet; 2) availability from the Company's Long Island and New York fleets; and 3) obtaining equipment from other sources. Note that obtaining supplemental equipment from the Company's Long Island and New York fleets and from other sources is overseen at the System Level.		
7.2.4.2.	Furnishes appropriate fuel cards when required.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.13 SUPPLY UNIT LEADER

Position Title		Supply Unit Leader
Reports To		State Operations Section Chief
Typically filled by		Gas Work Methods Personnel
Location		<ul style="list-style-type: none">▪ On Scene Command Trailer/MEOC /Field Location
Job Description		<ul style="list-style-type: none">▪ Coordinates, organizes and consolidates the Logistics needs of the affected location to support operations.▪ Communicates the logistics needs and requirement to the State Logistics Section Chief.▪ Keeps the State Logistics Section Chief informed about the crew movements.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

Supply Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
7.1.5.1. 7.2.7.1. 7.3.6.1. 8.1.6.1. 8.2.6.1.	Meets with the On-Scene Branch Director periodically to understand their current and forecasted material requirements and communicate these to the Material, Fleet Lead.		
7.1.5.2. 7.2.7.4. 7.3.6.2. 8.1.6.4. 8.2.6.4.	Communicates status of logistics to the On-Scene Branch Director		
7.1.5.3. 7.2.7.2. 7.3.6.3. 7.5.2.1. 8.1.6.2. 8.2.6.2.	Communicates logistics needs to the State Logistics Section Chief.		
7.1.5.4.	Places generators in strategic locations, if necessary.		
7.1.5.5. 7.2.7.3. 7.3.6.4. 8.1.6.3. 8.2.6.3.	Serves as the single point of contact for communicating logistics needs.		
7.4.3.1.	Directs facility employees to maintain safe working conditions at Company facilities.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.14 ON-SCENE BRANCH DIRECTOR

Position Title		On-Scene Branch Director
Reports To		State Operations Section Chief
Typically filled by		Field Operations/Construct & Maintain/Customer Meter Services Manager or Lead Supervisor
Location		<ul style="list-style-type: none">▪ Field location/ Command Trailer/MEOC
Job Description		<ul style="list-style-type: none">▪ Site responsibility for the mechanical repair of and recovery from the emergency condition,▪ Directing the Company's overall coordinated response to the emergency to include: personnel, logistics, technical support, engineering, and operations,▪ Primary interface between Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene,▪ Coordinating actions of Shared Services (e.g., Media Services, Customer Relations, etc.) at the incident scene,▪ Providing updates to State Incident Commander on the status of the situation,▪ Develop the operations portion of the Incident Action Plan,▪ Supervise execution of operations portions of the Incident Action Plan, and▪ Make or approve expedient changes to the Incident Action Plan.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop

Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required
---	--

On-Scene Branch Director Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
4.2.4.1.	Activates the On-Scene Command Center, which could be the Company's mobile command center or established at a Company or third-party location,		
4.2.4.2.	Ensures Customer and Community activities are segregated from operations to allow for access by the public as necessary.		
6.1.6.1.	Identifies and re-assess the resource requirements based on the situation and communicates with the external agency Incident Commander and coordinates any immediate necessary activities, when appropriate.		
6.1.6.2.	Assigns an individual to complete the Operational Planning Worksheet, an example of which is included in Exhibit D to this chapter, which is included in Appendix A of this ERP Ch. 32.2, with the resources required and the resources on hand and provides the information to the State Operations Section Chief so the remaining required resources are requested as soon as possible.		
6.1.6.3.	Ensures the Resources Unit Leader coordinates with the State Planning Section Chief to interact with the Damage Assessment Manager to implement performance of the damage assessment program.		
6.2.7.1.	Performs a situational assessment and makes resource recommendations to the State Operations Section Chief		
6.3.6.1.			
6.6.4.1.			
7.1.4.1.	Meets with the Supply Unit Leader periodically to coordinate their current and forecasted material requirements.		
7.2.6.1.			
7.3.5.2.			
8.1.5.1.			
8.2.5.1.			
7.3.5.1.	Determines the location of staging sites based on the request to establish them by the State Incident Commander.		
14.1.8.1.	Provides an update to the State Operations Section Chief and/or State Incident Commander and Gas Dispatch and Scheduling.		
14.1.8.2.	Provides reasonable timing recommendations for field activities that will be reported to the EOC.		
14.1.8.3.	Ensures Gas Control approves all system valve operations.		
14.1.8.4.	For multi-day Emergencies, holds a meeting at all shift changes and/or when the On- Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation,		

	Claims, Public Information Officer, and Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected. Develop and communicate a restoration progress update for delivery to field personnel.		
14.1.8.5.	Periodically contacts the State Operations Section Chief and: <ul style="list-style-type: none"> ➤ Provides an emergency status update. ➤ Indicates what emergency response actions are being taken by National Grid and other response organizations. 		
14.1.8.6.	Ensures the implementation of applicable emergency procedures.		
14.1.8.7.	Provides On-Scene Operation Support based on established ICS Structure (as needed depending on quantity of customer outages and additional event considerations (including Planning, Logistics, and Finance Section Chief Positions).		
16.1.11.1.	Provides an overview of issues encountered in the field regarding the overall coordinated response to the emergency including: personnel, logistics, technical support, engineering, and operations.		
16.1.11.2.	Expresses concerns and identifies the activities of Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene.		
16.1.11.3.	Provides a summary of activities performed in the field against those included in the Incident Action Plan.		
18.1.3.1.	Considers health and safety related prioritization requests from the Community Liaisons and incorporates into the restoration plan in order to align the restoration priorities with the health and safety needs of the community.		
21.2.7.1.	Provides information required for the Gas Operations Status Update Report to the State Operations Section Chief.		
22.1.6.1.	Makes recommendations to the State Operations Section Chief regarding opportunities for augmenting the ERO or demobilizing resources.		
22.1.6.2.	When appropriate, oversees the preparation and implementation of the demobilization plan.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.15 SECTION DEPUTY (FIELD OPS/CMS)

Position Title		Section Deputy
Reports To		State Operations Section Chief
Typically filled by		Field Operations/Construct & Maintain/Customer Meter Services Lead Supervisor or Field Supervisor
Location		<ul style="list-style-type: none">On Scene Command Trailer/MEOC /Field Location
Job Description		<ul style="list-style-type: none">Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control,Mobilizing one or more crews and establishing a company demark zone of emergency location,Serving as initial representative to the Fire or Police Departments, State Office of Emergency Management organizations, the designated State Operations Section Chief, or other civil authorities at the scene until arrival of the On-Scene Branch Director, andDirects repair activities with other mutual aid utility company crews assigned to the emergency.
	Pre-Event	<ul style="list-style-type: none">Refer to the subsequent Check-List for notable responsibilitiesRefer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">Hard HatSafety glassesHi-Visibility VestEH Rated ASTM24 or ANSI Z41 part 91 compression toe work bootsLeather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">VehicleCell PhoneLaptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">EMR004 - ERP and ICS OverviewEMR025- National Grid Incident Command System (one time)Participation in the annual State and Branch Level Exercises as requiredOn-the-Job training when / as required

Section Deputy (Field Ops/CMS) Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	None		
Service Restoration Stage			
14.1.9.1.	The Field Operations Supervisors fulfil the ICS structure role of their respective organizational Section Deputy activities.		
14.1.9.2.	Defines resources and allocates as needed.		
14.1.9.3.	May consult with other areas as needed.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.16 SITUATION UNIT LEADER

Position Title		Situation Unit Leader
Reports To		Planning Section Chief
Typically filled by		Gas Project Manager
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Collecting, processing, organizing and disseminating incident information relating to status of current operations, incident growth, mitigation, or intelligence activities taking place on the incident.▪ Prepare future projections of incident growth, maps, and intelligence.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

Situation Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
	Collaborate with Technical Specialist regarding incident status and meeting objectives		
	Review timeline of restoration activities and develop project management chart		
	Compile, maintain and display incident status information for Incident Command Post or Emergency Operations Center.		
	Provide Maps, organization charts, diagrams, photos, service maps, for Incident Action Plan.		
	Provide situation evaluation, ETR projections, and analysis of meeting objectives to Planning Section Chief and Incident Commander.		
	Develops an event planning timeline that includes Estimated Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.		
	Record all activities into Web EOC		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Service Restoration Stage.		

31.2.17. PUBLIC INFORMATION OFFICER SUPPORT

Position Title		Public Information Officer Support
Reports To		State Public Information Officer
Typically filled by		Corporate Communications Staff
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Supports the State Public Information Officer in their activities including but not limited to: press releases, employee communications, and media inquiries.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

Public Information Officer Support Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	None		
Service Restoration Stage			
	Support PIO.		
	Develop and distribute daily messaging.		
	Partner with Regional PIOs - join municipal calls.		
	Assist Government Relations with stakeholder inquiries.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage for Level 1 or 2 type events.		

31.2.18. JURISDICTIONAL PRESIDENT

Position Title		Jurisdictional President
Reports To		State Incident Commander
Typically filled by		Jurisdictional President
Location		<ul style="list-style-type: none">▪ As determined by the State Incident Commander
Job Description		<ul style="list-style-type: none">▪ Responsible for all Jurisdictional activities during an emergency event.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR004 - ERP and ICS Overview▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required

Jurisdictional President Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Service Restoration Stage			
	Activate Jurisdictional Team as required.		
17.1.4.1	Provides input into the company message that will be disseminated to the media, government and community leaders, and employees.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage for Level 1 or 2 type events.		

31.2.19. JURISDICTIONAL TEAM

Position Title		Jurisdictional Team
Reports To		Jurisdictional President
Typically filled by		Customer and Community Management Team
Location		<ul style="list-style-type: none"> Field location/ Command Trailer/MEOC
Job Description		<ul style="list-style-type: none"> Various government relations duties as needed. May require travel to particularly hard-hit areas to meet with local government. Manage all external stakeholder communications (Government, Regulator, and Major Municipal).
	Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
	Event Restoration	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)		<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Jurisdictional Team Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	N/A		
Service Restoration Stage			
	Various government relations duties as needed.		
	May require travel to particularly hard-hit areas to meet with local government.		
	Manage all external stakeholder communications (Government, Regulator, and Major Municipal).		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage for Level 1 or 2 type events.		

31.2.20. EMERGENCY PLANNING LEAD

Position Title	Emergency Planning Support
Reports To	State Incident Commander
Typically filled by	Emergency Planning Personnel
Location	<ul style="list-style-type: none"> EOC. On-scene, or MEOC, as needed.
Job Description	<ul style="list-style-type: none"> Supports and coordinates the Emergency Response Organization in assigning, training, activating, guiding and reporting all activities during an emergency event.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Emergency Planning Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Maintain proficient knowledge of the content of the applicable ERP.		
	Participate in Gas Emergency Restoration Exercises.		
Service Restoration Stage			
	Advise Command Staff about ERP-defined processes and responsibilities.		
	Advise on any ad hoc requests from regulatory agencies.		
	Answer questions regarding ICS checklists.		
	Capture Feedback from ICS Command and General Staff and support staff regarding ERP procedures.		
	Ensure appropriate documentation is being maintained.		
	Create ICS-200 Incident Action Plan and continue to update daily throughout the event.		
	Provide Incident Manager, SWN and SEAL support to all that require it.		
	Document any gaps identified in the ERP.		
	Coordinate and/or assist with Gas Emergency Restoration Meetings and System Update Calls. Distribute notes to Emergency Restoration Organization as needed.		
	Requests utility mutual assistance resources as directed by the System Officer.		
	Obtains information about the type of assistance that responding utilities will send, such as: <ul style="list-style-type: none"> a. Number and capability of crews (by utility), b. Type of equipment and material (truck, lighting, etc.), c. Estimated time of arrival on Company property. 		

	Initiates the Mutual Assistance Policy to manage the acquisition of external resources.		
	Communicate with Operational Resource Coordinator regarding mutual assistance resources availability.		
	Implements continuous communications with NGA and Planning Section Chief regarding event status and on-going support needs for restoration.		
Post-Event Stage			
	Ensure that all documentation checklists, position logs are returned to the Emergency Planning Mailbox		
	Facilitate Lessons Learned discussions and development of after action reviews.		
	Enter proper accounting for time and expenses.		

31.2.22 DOCUMENTATION UNIT LEADER

Position Title	Document Unit Leader
Reports To	State Operations Section Chief
Typically filled by	Records Management Personnel
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Maintain Activity Log in EOC Ensure each ICS Section Chief documents all actions/activities Assist with preparation of IAP for next operational period
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Check-List for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Event Restoration	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment (Suggested)	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR004 - ERP and ICS Overview EMR025- National Grid Incident Command System (one time) Participation in the annual State and Branch Level Exercises as required On-the-Job training when / as required

Documentation Unit Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Participate in Gas Emergency Restoration Exercises.		
Service Restoration Stage			
	Maintain Activity Log in EOC.		
	Ensure each ICS Section Chief documents all actions/activities.		
	Assist PSC with preparation of IAP for next operational period.		
Post-Event Stage			
	Compile all Activity Logs into proper chronology; provide to Emergency Planning for use in After-Action Report.		

31.2.23 Team Leader/Work Coordinator

Position Title		Team Leader/ Work Coordinator	
Reports To		On Scene Branch Director	
Typically filled by		Field Operations/Construct & Maintain/Customer Meter Services Lead Supervisor or Field Supervisor	
Location		<ul style="list-style-type: none">▪ On Scene Command Trailer/MEOC /Field Location	
Job Description		<ul style="list-style-type: none">▪ Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control▪ Supervise National Grid Crews or Contractor Line Crews based on direction from Section Deputy or On Scene Branch Director▪ Ensure crews are following correct procedures	
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Check-List for notable responsibilities▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities	
	Event Restoration		
	Post-Event		
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves	
Special Equipment (Suggested)		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop▪ GPS▪ Procurement Card, Storm Card, or Travel Card	
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR025- National Grid Incident Command System (one time)▪ Participation in the annual State and Branch Level Exercises as required▪ On-the-Job training when / as required	

Team Leader/Work Coordinator Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Participate in Gas Emergency Restoration Exercises.		
Service Restoration Stage			
	Report to the emergency scene, assess the situation, and provide a status as appropriate to Dispatch/Gas Control,		
	Supervise National Grid Crews based on direction from Section Deputy or On Scene Branch Director		
	Ensure crews are following correct procedures		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage for Level 1 or 2 type events.		

32 Appendix A: Chapter Exhibits

32.1 Chapter 4 Exhibits

Exhibit A: NY Notification Charts – Upstate New York

UPSTATE NEW YORK NOTIFICATION CHARTS GAS TRANSMISSION/DISTRIBUTION

Rev 66 Date 12/20/2018

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
Notify for all events.							Regional Dispatch Manager Bryan Patterson	W: 315-460-2635 [REDACTED]		
							Lead Supervisor: Shirl Cortese	W: 315-460-2023 [REDACTED]		
							Dispatch Supervisors: Nancy Fiaccone	[REDACTED]		
							Chad Chastain	[REDACTED]		
							John Conway	W: 315-460-7502		
							Tom Stoddard	W: 315-460-2026		
THE FOLLOWING NOTIFICATIONS ARE TO BE MADE VIA EMAIL AFTER CLASSIFICATION										
A	B B2	C1	D	E1 E2	F1	G	Chief Operating Officer-Electric Ken Daly	W: 718-403-4703 [REDACTED]		
A	B B2	C1	D	E1 E2	F1	G	Chief Operating Officer-Gas Cordi O'Hara	W: 781-907-1440 [REDACTED]		
A	B B2			E2	F1		Gas Process & Engineering SVP Ross Turrini	W: 631-770-3567 [REDACTED]		
A	B						Gas Enablement SVP Chris Connolly	W: 781-907-2824 [REDACTED]		
A	B				F F1		Safety, Health, & Environment SVP Jeannette Mills	W: 781-907-3610 [REDACTED]		
A	B				F F1		US Complex Capital Delivery SVP Dave Way	W: 781-907-3300 [REDACTED]		
A	B B2	C	D	E1 E2	F1	G	New York Jurisdictional President John Bruckner	W: 781-907-3356 [REDACTED]		
A	B B2	C C2	D	E1 E2	F1	G	Gas System Engineering VP Annette Saxman	W: 315-428-5155 [REDACTED]		
A	B B2	C	D	E E2		G	Customer Meter Services VP Tim Graham	W: 315-460-7076 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	NY Gas VP Bob De Marinis	W: 631-770-3432 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	NY Performance & Strategy VP Kerri Sweet-Zavaglia	W: 315-428-5839 [REDACTED]		
A	B B2	C C2	D	E1 E2	F1	G	Assurance VP Tom Bennett	W: 631-770-3504 [REDACTED]		

**UPSTATE NEW YORK NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION**

Rev 66 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C	D	E1 E2	F1	G		Gas Asset Management VP John Stavrakas	W: 781-907-2759 [REDACTED]		
A	B							Complex Capital Delivery Program VP Cedric Williams	W: 781-907-3390 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Gas Project Mgmt & Complex Construction Acting VP Walter Fromm	W: 781-907-2837 [REDACTED]		
	B1		D1		F1	G		Global Security VP Warren Bamford	W: 781-907-2682 [REDACTED]		
			D					NY Electric Operations VP Keith McAfee	W: 516-433-3048 [REDACTED]		
A	B B2	C	D D1	E E2	F	G	H	Federal Affairs VP Nelson Perez	W: 202-942-4003 [REDACTED]		
A	B							Strategic Communications VP Jim Gould	W: 781-907-1640 [REDACTED]		
	B2							Energy Procurement VP John Vaughn	W: 516-545-5404 [REDACTED]		
A	B							Process & Business Requirements VP Chris Connolly	W: 781-907-2824 [REDACTED]		
A	B B2							Regulation and Pricing VP Pam Viaplano	W: 781-907-2655 [REDACTED]		
A	B B1 B2	C C2	D D1	E E1 E2 E3	F1	G G1	H	Investment, Resource & Rate Case Planning VP Amy Smith	W: 781-907-2764 [REDACTED]		
A	B				F F1			Labor & Employee Relations VP Tom Ryan	W: 781-907-2157 [REDACTED]		
A	B				F F1			Electric Inv. Reg & Compliance VP Kass Geraghty	W: 781-907-2670 [REDACTED]		
	B2							Power Plant Operations VP Jim Flannery	W: 516-545-4875 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	H	Emergency Plannin/Business Resilience Operations Support VP Michael McCallan	W: 781-907-3342 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	H	Aware to Repair VP Tatiana Roc	W: 781-907-3661 [REDACTED]		
A	B							Complex Capital Delivery Program VP Clara Giustino	W: 631-881-2827 [REDACTED]		
A	B B2	C C2	D D1 D2	E E2	F1	G G1	H	Customer & Community Management Melanie Littlejohn	W: 315-452-7660 [REDACTED]		

**UPSTATE NEW YORK NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION**

Rev 66 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C	D	E E1 E2 E3	F F1	G	H	Field Operations Directors Ed McCaffrey- Central Holly Oyer- Central Dave Lammon- East	W: 315-428-5925 [REDACTED] W: 315-452-7515 [REDACTED] W: 518-270-3401 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	H	Network Strategy Capital Delivery Liaison Director Gerard Lundquist	W: 718-963-5413 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G		Gas Control Center Director Rich Delaney	W: 631-861-2817 [REDACTED]		
A	B B1 B2	C C2	D D1	E E1 E2 E3	F F1	G G1	H	Pipeline Safety & Strategy Director Tim Woycik (Covering)	W: 781-907-3642 [REDACTED]		
A			D D1			G G1		LNG Operations Director Tom Smith	[REDACTED]		
A	B B2	C	D	E E2	F F1	G		Instrumentation & Regulation Director Dave Zielinski	W: 518-433-3649 [REDACTED]		
		C	D2				H	Environmental Management Director Chuck Willard	W: 315-428-5015 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Dispatch & Scheduling Director Jim Patterson	W: 781-907-3026 [REDACTED]		
A	B B2	C	D	E E2	F F1	G G1	H	Main & Service Replacement/Corrosion Engineering Director Katie Backus	W: 315-428-5991 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Complex Capital Delivery Program Director Mike Zerella	W: 631-770-3575 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	H	Customer Meter Services Directors Brian Sano -Central & East Andrea Pustulka- West	W: 518-433-3085 [REDACTED] W: 716-217-4003 [REDACTED]		
A	B	C						Regulatory Policy Gas Infrastructure Director Laurie Brown	W: 315-428-6531 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	H	Aware to Repair Acting Director Kathleen Mc Namara	W: 781-907-3774 [REDACTED]		

**UPSTATE NEW YORK NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION**

Rev 66 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D	E E2	F F1	G		Resource Planning NY Director Mike Ruiz	W: 929-324-4835 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Gas Distribution Engineering Director Saadat Khan	W: 631-770-3510 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Long Term Planning Director Eric Aprigliano	W: 631-770-3539 [REDACTED]		
A	B	C	D	E E2	F F1	G		Gas Materials/Standards, Eng., Standards & Policy Director Perry Sheth	W: 516-545-3844 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Gas Transmission Engineering Director Mike Kern	W: 631-770-3538 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Gas Pressure Regulation Director Steve Greco	W: 631-770-3537 [REDACTED]		
A	B	C C2	D		F1			Corporate Safety Director Susan Thomas	W: 315-428-5048 [REDACTED]		
A	B	C C2	D		F1			Field Safety NY CMS & Operations Director McHughes Anokwuru	W: 347-860-5322 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	H	Advanced Field Technology Innovation & Implementation Director Dennis Ruppert	[REDACTED]		
A	B	C C2	D		F1			Corporate Process Safety Director Chris Conlon	W: 516-545-4568 [REDACTED]		
A	B B2	C	D	E E2	F1	G	H	Pipeline Safety & Compliance Director Dan D'Eletto	W: 631-770-3501 [REDACTED]		
A	B				F F1			Labor & Employee Relations Director Mike Bernardo	[REDACTED]		
A	B B2	C C2	D D1	E E2	F F1	G	H	Gas Emergency Planning Director Joe Gilliard	W: 631-755-4785 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Project Development Acting Director Faye Brown	W: 781-907-2777 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	H	Project Engineering & Design Acting Director John Mc Cumiskey	W: 631-755-5335 [REDACTED]		
					F F1			Health & Wellness Director Denise Griffing	W: 516-545-2317 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	H	Syracuse Call Center Director Arlene Gans	W: 718-403-5010 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Capital Delivery, Complex Construction Director Bryon Knoth	[REDACTED]		

**UPSTATE NEW YORK NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION**

Rev 66 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C	D	E E2	F F1	G	H	Customer Meter Services Managers: Paul Hart- Central Eric Rivette - Eastern ALL FIELD SUPERVISORS	W: 315-460-4355 [REDACTED] W: 518-433-3966 [REDACTED] EMAIL		
A	B B2	C	D	E	F F1	G		Construction Manager Sean Crandall John Potter (Llewelyn) ALL FIELD SUPERVISORS	W: 518-761-5879 [REDACTED] W: 315-452-7562 [REDACTED] EMAIL		
A	B B2	C	D	E	F F1			Field Operations Managers Chris Kyer- East Chris Spurchise- Central ALL FIELD SUPERVISORS	W: 518-406-7026 [REDACTED] W: 315-452-7555 [REDACTED] EMAIL		
A	B B2	C	D	E E2	F1	G	H	Gas Process/Pipeline Safety Jeanne Waldron- Central Kendall Rebusman- East	W: 315-428-3466 [REDACTED] W: 518-433-3046 [REDACTED]		
A	B	C	D	E E2	F F1	G		Gas Control Manager UNY/LI Bryan Gray	W: 631-861-2816 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G		SOP Coordination & Gas Scheduling Manager Pat Buckley	W: 508-421-7583 [REDACTED]		
A	B B2	C	D	E E2	F F1	G		Gas System Operators Outlook: GSOLI List	631-861-2903 631-861-2904		
A	B B2	C C2		E E2	F F1	G		Chief Gas System Operator LI/UNY Kevin Mc Kenna	W: 631-861-2807 [REDACTED]		
A	B B2	C	D	E E2	F F1	G		SOP Coordinator Tom Cioffi	W: 631-861-2809 [REDACTED]		
A	B	C	D	E E2	F F1	G		Gas Supply Manager MaryBeth Carroll	W: 516-545-3116 [REDACTED]		
A	B B2	C	D	E E2	F F1	G		Instrumentation & Regulation Manager Eileen Ferguson Jason Buczek All Supervisors	W: 315-798-5382 [REDACTED] W: 518-406-7020 [REDACTED] EMAIL		

**UPSTATE NEW YORK NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION**

Rev 66 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2		E E1 E2	F F1	G		Gas Transmission Engineering Steve Altbacker Manager Use Global Outlook Gas Transmission Engineering All	W: 631-770-3523 [REDACTED]		
A	B B2	C	D	E E2	F F1	G	H	Gas Emergency Planning Kathleen Murray	W: 631-755-4896 [REDACTED]		
A	B B2	C	D D1	E E2	F	G	H	Government Relations Kelly Smith NYS Senior Coordinator Jill Luther –NYS Coordinator	W: 518-417-3102 [REDACTED] W: 518-417-3108 [REDACTED]		
A	B B2	C	D		F1			US Comms-Use Global Outlook List- NY Media Responders	EMAIL		
A	B	C C2	D	E	F F1			Claims--Use Global Outlook List Claims Emergency Notification UNY	EMAIL		
A	B B2	C C2	D	E E2	F F1	G	H	Long Term Planning & Operations Engineering Manager NY Pete Metzdorff	W: 631-861-2818 [REDACTED]		
A	B				F F1			Damage Prevention Manager John Fiume Global Outlook List: Damage Prevention UNY	W: 315-452-7655 [REDACTED]		
A	B B2	C C2	D D1 D2		F1	G G1	H	Customer & Community Mgmt Use Global Outlook List UNY Jurisdiction Gas	EMAIL		
A	B B2	C	D	E E2	F F1	G	H	Syracuse Call Center Manager Dennis Donovan	W: 315-460-7012 [REDACTED]		
A	B B2	C	D	E E2	F1	G G1	H	Gas Work Methods Manager Brian Robinson	W: 631-770-3550 [REDACTED]		
A A1	B B2	C C2	D D1 D2	E	F1	G G1	H	Resource Planning Manager John Millen Use Global List: Resource Planning and Coordination Upstate NY	W: 315-428-6022 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Main & Service Replacement Engineer Manager Muhammad Anwar	W: 631-770-3428 [REDACTED]		
A	B B2	C	D	E E2	F1	G G1	H	Pipeline Safety & Regulatory Compliance Acting Manager Linda Landry Global Outlook List: UPNY Compliance Analysts	W: 315-428-6898 [REDACTED] EMAIL		
A	B	C	D		F F1			Field Safety Manager Bob Brown	W: 716-831-7619 [REDACTED]		
A	B B2	C C2			F F1	G		Lab & Testing Manager Ron Johnson	W: 718-963-5466 [REDACTED]		

**UPSTATE NEW YORK NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION**

Rev 66 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
		C	D2				H	Environmental Management Manager Phil George <i>Contact based on region.</i> Richard Fox- Central/North Lisa Montesano- Western Matthew Root- Eastern	W: 315-428-6685 [REDACTED] W: 315-460-2385 [REDACTED] W: 716-831-7209 [REDACTED] W: 518-433-3696 [REDACTED]		
A	B				F1			Labor & Employee Relations Tom Cammuso Wanda Grace *(ONLY NATIONAL GRID EMPLOYEE INJURIES)	W: 315-428-5470 [REDACTED] W: 315-460-1359 [REDACTED]		
				E2	F1			UP NY Corrosion Use Global Outlook list:	EMAIL		
A	B		D					General Counsel Ron Macklin Tom Callahan Walter Lundahl	W: 516-545-4299 W: 516-545-5347 W: 516-545-4397		
A	B B2	C C2	D D1 D2	E E2	F1	G G1	H	Public Awareness Program Lee Westerlind- Manager Mary Haines Danjelle Lazzaro (D'Amico)	W: 631-755-3806 [REDACTED] W: 315-428-5634 [REDACTED] W: 315-428-3130 [REDACTED]		
A	B B1 B2	C C2 C3	D D1 D2					Federal Programs Corinne Byrnes -Manager	W: 631-770-3540 [REDACTED]		
A	B B2	C C2	D	E	F1	G G1	H	Customer Resource Center Manager Courtney Colon	W: 518-433-3356 [REDACTED]		
	B1		D1		F1	G		Security Control Center 24x7	844-290-0722		
A	B B2	C	D	E E2	F1	G G1	H	Gas Process Safety Sakshi Mahajan	W: 631-755-6708 [REDACTED]		
A A1	B B2	C C2	D	E E1 E2	F F1	G		Gas Distribution Engineering Mains & Services Engineer Dana Wolkiewicz Michael Ann Baker	W: 781-907-2162 [REDACTED] W: 315-428-6808 [REDACTED]		

**UPSTATE NEW YORK NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION**

Rev 66 Date 12/20/2018

NOTIFICATION CODE							CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D	E E1 E2	F F1	G	Global Outlook List Gas Distribution Engineering	EMAIL		
A	B B2	C C2	D	E E1 E2	F F1	G	Pressure Regulation Engineering Manager Alexander Day	W/ 781-907-2822 [REDACTED]		
	B1		D1		F1	G	Corporate Security Manager Ed Hanover	W/ 315-428-6163 [REDACTED]		
	B1		D1		F F1	G	Security Control Center Manager Eddie Graham	W/ 516-545-2648 [REDACTED]		
A	B B2	C		E E2	F F1		QA/QC Manager Donald Cordone	W/ 315-428-5054 [REDACTED]		
					F F1		Health & Wellness Global Outlook List Health and Wellness UNY	EMAIL		
A							National Response Center- DOT	1-800-424-8802		
		C1					Regional Railway CSX Railroad Emergencies Amtrak	1-800-232-0144 1-800-872-7245		
	B1		D1			G1	Regional County Police Depending on county affected	911		
Notify Fire Communications Center as necessary. If calling the Fire Comm., have the Dispatcher notify the applicable police department.							Regional Fire Communications	Various – 37 County Emergency Communications Systems Upstate		
Notify Regional Office of Emergency Management.							OEM	Various – Notify County Emergency Communications Systems based on the location.		
Notify the Police Department if the Fire Department has not been notified.							Regional Police	911		

Rev 66 Date 12/20/2018

Upstate New York Region Gas Emergency Notification Chart
Page 9 of 10

Rev 66 Date 12/20/2018

Upstate New York Region Gas Emergency Notification Chart
Page 10 of 10

Exhibit A: NY Notification Charts – New York City

NYC NOTIFICATION CHART GAS TRANSMISSION/DISTRIBUTION

Revision 87 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
Notify for all events.								Regional Dispatch Manager Jeff McPolin	[REDACTED]		
								Lead Supervisor Nick Scollio	[REDACTED]		
								Supervisors: Renee Solomon-Lynch	[REDACTED]		
								Nick Bojko	[REDACTED]		
								Jerry Cerino	[REDACTED]		
								Keith Branch	[REDACTED]		
								Robin Bovell	[REDACTED]		
								Ravi Ramdath	[REDACTED]		
								Crystal Hasberry	[REDACTED]		
								Rochelle Murray	[REDACTED]		
THE FOLLOWING NOTIFICATIONS ARE TO BE MADE VIA EMAIL AFTER CLASSIFICATION											
A	B B2	C1	D	E1 E2	F1	G		Chief Operating Officer-Electric Ken Daly	W: 718-403-4703 [REDACTED]		
A	B B2	C1	D	E1 E2	F1	G		Chief Operating Officer-Gas Cordi O'Hara	W: 781-907-1440 [REDACTED]		
A	B B2			E2	F F1			Chief Gas Engineer Ross Turrini	W: 631-770-3567 [REDACTED]		
A	B		D					SVP & US General Counsel Ron Macklin	W: 516-545-4299 [REDACTED]		
A	B				F F1			Capital Delivery SVP Dave Way	W: 781-907-3300 [REDACTED]		
A	B				F F1			Safety, Health, Environment SVP Jeannette Mills	W: 781-907-3610 [REDACTED]		
A	B B2	C	D	E1 E2	F1	G		New York Jurisdictional President John Bruckner	W: 781-907-3356 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Field Operations NY VP Bob De Marinis	W: 631-770-3432 [REDACTED]		
A		C C2	D	E E1 E2		G		Customer Meter Svcs VP Tim Graham	W: 315-460-7076 [REDACTED]		
A	B							Gas Enablement VP Chris Connolly	W: 781-907-2824 [REDACTED]		
A	B B2	C C2	D	E1 E2	F1	G		Gas System Engineering VP Annette Saxman	W: 315-428-5155 [REDACTED]		
A	B B2	C C2	D	E1 E2	F1	G		Assurance VP Tom Bennett	W: 631-770-3504 [REDACTED]		

**NYC NOTIFICATION CHART
GAS TRANSMISSION/DISTRIBUTION**

Revision 87 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D	E1 E2	F1	G		Gas Asset Management VP John Stavrakas	W: 781-907-2759 [REDACTED]		
	B2							Energy Procurement VP John Vaughn	W: 516-545-5404 [REDACTED]		
	B1		D1		F1	G		Global Security VP Warren Bamford	W: 781-907-2682 [REDACTED]		
A	B							Process & Business Requirements VP Chris Connolly	W: 781-907-2824 [REDACTED]		
A	B B2							Strategic Communications VP Jim Gould	W: 781-907-1640 [REDACTED]		
A	B B2	C						Capital Delivery Program VP Cedric Williams	W: 781-907-3390 [REDACTED]		
A	B				F F1			Investment Strategy & Resource Planning (US Electric) VP Kass Geraghty	W: 781-907-2670 [REDACTED]		
A A1	B B1 B2	C C2 C3	D D1	E E1 E2 E3	F	G G1	H	Federal Affairs VP Nelson Perez	W: 202-942-4003 [REDACTED]		
A	B							NY Regulation & Pricing VP Pam Viapiano	W: 781-907-2655 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Capital Delivery Gas VP Walter Fromm	W: 781-907-2837 [REDACTED]		
	B2							Power Plant Operations VP Jim Flannery	W: 516-545-4875 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Emergency Planning & Electric Services VP Michael McCallan	W: 781-907-3342 [REDACTED]		
A	B B1 B2	C C2	D D1	E E1 E2 E3	F1	G G1	H	Investment, Resource & Rate Case Planning VP Amy Smith	W: 781-907-2764 [REDACTED]		
A	B				F F1			Labor & Employee Relations VP Tom Ryan	W: 781-907-2157 [REDACTED]		
A	B							Capital Delivery Project Development VP Clara Giustino	W: 631-861-2827 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	H	Supervisor Enablement Program VP Tatiana Roc	W: 781-907-3861 [REDACTED]		

NYC NOTIFICATION CHART **GAS TRANSMISSION/DISTRIBUTION**

Revision 87 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D D1 D2		F1	G G1	H	Customer & Community Mgmt Dir. Melanie Littlejohn	W: 315-452-7880 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Construction NYC Director Frank Prost	W: 631-770-3440 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Field Operations NYC Director Anthony Taddeo	W: 718-982-7307 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G		Gas Control Center Director Rich Delaney	W: 631-861-2817 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Customer Meter Services NYC Director Aaron Choo	W: 718-983-5528 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Dispatch & Scheduling Director Jim Patterson	W: 781-907-3026 [REDACTED]		
A A1	B		D D1	E		G G1	H	LNG Operations Director Tom Smith	[REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Network Strategy Capital Delivery Liaison Director Gerard Lundquist	W: 718-983-5413 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Gas Materials & Standards Engineering Standards & Policy Director Perry Sheth	W: 516-545-3844 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Gas Pressure Regulation Director Steve Greco	W: 631-770-3537 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Gas Distribution Engineering Director Saadat Khan	W: 631-770-3510 [REDACTED]		
A	B	C C2						Regulatory Policy Gas Infrastructure Director Laurie Brown	W: 315-428-6531 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Long Term Planning Director Eric Aprigliano	W: 631-770-3539 [REDACTED]		
A A1	B B2	C C2	D	E E2	F1	G G1	H	Resource Planning NY Director Mike Ruiz	W: 929-324-4835 [REDACTED]		
A A1	B B2	C C2	D	E E2	F1	G G1	H	Community & Customer Mgmt: Director Keith Rooney MUST CALL FOR TYPE A & B	W: 631-861-2816 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Gas Transmission Engineering Director Mike Kern	W: 631-770-3538 [REDACTED]		
A	B	C C2	D		F1			Field Safety NY CMS & Operations Director McHughes Anokwuru	W: 347-860-5322 [REDACTED]		
A	B	C C2	D2	E	F F1			Customer Delivery NYC Director Jim MacVicar	W: 718-703-3036 [REDACTED]		

**NYC NOTIFICATION CHART
GAS TRANSMISSION/DISTRIBUTION**

Revision 87 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D D1	E E2	F F1	G	H	Gas Emergency Planning Director Joe Gilliard	W: 631-755-4785 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	H	Aware to Repair Acting Director Kathleen Mc Namara	W: 781-907-3774 [REDACTED]		
A	B	C C2	D		F1			Corporate Safety Director Susan Thomas	W: 315-428-5048 [REDACTED]		
A	B B2	C	D	E E2	F1	G G1	H	Gas Pipeline Safety & Compliance Director Dan D'Eletto	W: 631-770-3501 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Main/ Service Replacement/Corrosion Engineering Director Katie Backus	W: 315-428-5991 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Advanced Field Technology Director Dennis Ruppert	[REDACTED]		
A	B B2	C	D	E E2	F1	G G1	H	Gas Process/Pipeline Safety Director Tim Woycik	W: 781-907-3642 [REDACTED]		
		C C2	D2	E3			H	Environmental Management Director Chuck Willard	W: 315-428-5015 [REDACTED]		
A	B	C C2	D		F1			Corporate Process Safety Director Chris Conlon	W: 516-545-4568 [REDACTED]		
A	B				F F1			Labor & Employee Relations Director Mike Bernardo	[REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Project Engineering Development Acting Director Faye Brown	W: 781-907-2777 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	H	Project Engineering & Design Acting Director John Mc Cumiskey	W: 631-755-5335 [REDACTED]		
					F F1			Health & Wellness Director Denise Griffing	W: 516-545-2317 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Capital Delivery, Complex Construction Director Bryon Knoth	[REDACTED]		

NYC NOTIFICATION CHART GAS TRANSMISSION/DISTRIBUTION

Revision 87 Date 12/20/2018

NOTIFICATION CODE							CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D	E	F F1		Customer Meter Services Managers Derrick Smith Dave Angelone Phil Rodriguez ALL SUPERVISORS	W: 718-963-5630 [REDACTED] W: 718-270-0143 [REDACTED] EMAIL		
A	B B2	C C2	D	E E2	F F1	G	Gas Control NYC Manager Mike Phillips	W: 631-861-2900 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	SOP Coordination & Gas Scheduling Manager Pat Buckley	W: 508-421-7583 [REDACTED]		
A	B B2	C C2	D	E	F F1	G	Gas Supply Planning Manager Marybeth Carroll	W: 516-545-3116 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	Gas System Operators	631-861-2901 631-861-2902		
A	B B2	C C2	D	E E2	F F1	G	Chief Gas System Operator-NYC Kris Chinapen	W: 631-861-2848 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	Instrumentation and Regulation Manager Ken Mc Carthy ALL SUPERVISORS	W: 631-770-3435 [REDACTED] EMAIL		
A	B B2	C C2	D D1	E E2	F F1	G	H Gas Emergency Planning Kathleen Murray	W: 631-755-4896 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G	Gas Transmission Engineering Manager Steve Altbacker Use Outlook Dist List Gas Transmission Engineering All	W: 631-770-3523		
A	B	C C2	D	E	F F1		Claims (Global Outlook List) Claims Emergency Notification- DNY	EMAIL		
A	B B2	C C2	D		F1		Media Affairs Regular-Hours Contact Off-Hours Contact Use Global Outlook List-NY Media Responders	718-403-2503 516-545-4030 EMAIL		
A	B B2	C C2	D	E E2	F F1	G	H Long Term Planning & Operations Engineering Manager NY Pete Metzdorff	W: 631-864-2818 [REDACTED]		
A A1	B		D D1	E		G G1	H Emergency Planning- Power Plant Operations Bart Polizzotti	W: 631-755-6783 [REDACTED]		

NYC NOTIFICATION CHART GAS TRANSMISSION/DISTRIBUTION

Revision 87 Date 12/20/2018

NOTIFICATION CODE							CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D	E E2	F F1	G	Field Ops Managers Peter Kearns Greenpoint Mattia Auriemma Canarsie/ Staten Island ALL SUPERVISORS	W: 718-963-5415 [REDACTED] W: 718-270-5856 [REDACTED] EMAIL		
A	B B2	C C2	D	E E2	F F1	G	Construction Managers NYC John Dooney BPI Bob Osman- Auxillary Ops Casey Giambrone- Public Works Mike Bobb- Main Integrity Troy Satoo-Contractor Oversight ALL SUPERVISORS	W: 718-963-5506 [REDACTED] W: 718-963-5694 [REDACTED] W: 718-963-5423 [REDACTED] W: 718-963-5628 [REDACTED] W: 718-963-5565 [REDACTED] EMAIL		
A	B B2	C C2	D	E E2	F F1	G	Field Operations Lead Supervisors Dave Ballinger Canarsie/Bayridge Jim Walsh Greenpoint/Redhook/Springfield Martin Sobers Staten Island	[REDACTED]		
A A1	B B1 B2	C C2 C3	D D1	E E1 E2 E3	F	G G1	H Government Relations Eileen McNamara-Cifone Rich Mezic- NYC Agencies Christine Gueli Coordinator	W: 929-324-4818 [REDACTED] W: 718-270-5778 [REDACTED] W: 929-324-4575 [REDACTED]		
		C C2	D2	E3			H Environmental Management Manager Chris Corrado If Incident involves a spill contact 24 hour spill response number	W: 516-545-2556 [REDACTED] 1-800-204-2730		

NYC NOTIFICATION CHART GAS TRANSMISSION/DISTRIBUTION

Revision 87 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A		C C2		E E3	F F1			Field Safety Acting Manager Allie Dresser When one of the following criteria are met- Call the Primary if no answer call Secondary telephone number <ul style="list-style-type: none"> Whenever there is a serious Incident involving National Grid that involves a transport to a hospital or medical facility a National Grid employee or contractor, Incidents involving a serious injury to a member of the public requiring treatment away from the scene. Any incident involving vehicles/pedestrians no matter how serious Serious injuries to contractor Rich Siracusano Murray Stevenson Noor Karim	W: [REDACTED] [REDACTED]		
A	B	C C2			F F1			Damage Prevention Bob Terjesen- Manager Janice Anthony-Osborne Robert Arndt	W: 631-770-3555 [REDACTED] W: 718-270-5735 [REDACTED] W: 718-270-5735 [REDACTED]		
A	B B2	C C2	D	E E2	F1	G G1	H	Pipeline Safety & Regulatory Compliance Manager Pete Polumbo Global Outlook List: DNY Compliance Analysts	W: 631-770-3574 [REDACTED]		
A	B	C C2	DD 2	E	F F1			Customer Contact Center Luis Perez - Manager Global Outlook: CAC-NY-SUPERVISORS	718-403-2030 W: 718-270-5976 [REDACTED]		
A	B B2	C C2	D D1	E E2	F F1	G	H	Program Development & Governance Manager Gerry Miller	W: 315-428-3182 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Main & Service Replacement Engineer Manager Muhammad Anwar	W: 631-770-3428 [REDACTED]		
A	B B1 B2	C C2 C3	D D1 D2					Federal Programs Corinne Byrnes	W: 631-770-3549 [REDACTED]		
				E E1 E2	F F1			Corrosion Acting Manager Vinny Sottile Global list NYC Corrosion	W: 631-770-3458 [REDACTED]		
A A1			D D1			G G1		LNG Lead Engineer Kevin Goldhahn	W: 718-922-5472 [REDACTED]		

**NYC NOTIFICATION CHART
GAS TRANSMISSION/DISTRIBUTION**

Revision 87 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C	D	E E2	F1	G G1	H	Gas Process/Pipeline Safety DNY Manager Kelly Maier Sakshi Mahajan Jeanne Waldron -Acting Manager	W: 631-770-3553 [REDACTED] W: 631-755-6708 [REDACTED] W: 315428-3466 [REDACTED]		
A A1	B B2	C C2	D		F1	G G1	H	Community & Customer Mgmt Carol Decina, Staten Island Juana Silverio, NYC Agencies Renee Mc Clure, Brooklyn Juan Santiago, Queens Terry Yarde, Community Coordinator	W: 929-324-4853 [REDACTED] W: 929-324-5082 [REDACTED] W: 929-324-4390 [REDACTED] H: 347-869-1618 [REDACTED] W: 718-403-2098 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G		Resource Coordination Manager Jim Thompson	W: 718-270-0139 [REDACTED]		
A	B B2	C C2	D	E E2	F1	G	H	Gas Work Methods Manager Brian Robinson	W: 631-770-3550 [REDACTED]		
A	B B2	C C2			F F1	G		Lab & Testing Manager Ron Johnson	W: 718-963-5466 [REDACTED]		
A A1	B B2	C C2	D	E E2	F1	G G1	H	Public Awareness Program Lee Westerlind Manager Diana Manteria Sue Montano	W: 631-755-3806 [REDACTED] W: 631-755-6715 [REDACTED] W: 631-755-5398 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Pressure Regulation Engineering Manager Alexander Day	W: 781-907-2822 [REDACTED]		

**NYC NOTIFICATION CHART
GAS TRANSMISSION/DISTRIBUTION**

Revision 87 Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D	E	F1	G G1	H	Customer Response Center- Manager Courtney Colon	W: 518-433-3356 [REDACTED]		
A	B				F F1			Labor & Employee Relations* Chris Reyes *(ONLY NG EMPLOYEE INJURIES)	W: 718-270-0163 [REDACTED]		
					F F1			Health & Wellness Ann Stevenson Alexandra Guardino Kimberly DeNigris	EMAIL		
A	B B2	C C2		E E2	F F1			QA/QC Manager Don Cordone	W: 315-428-5054 [REDACTED]		
	B1		D1		F1	G G1		Corporate Security Manager Ron Thompson	W: 929-324-4010 [REDACTED]		
A	B1		D1		F1	G G1		Security Control Center (24x7)	1-844-290-0722		
	B1		D1		F F1	G G1		Security Control Center Manager Eddie Graham	W: 516-545-2648 [REDACTED]		
	B1		D1		F1	G G1		Corporate Security Jack Kelly	W: 516-545-5183 [REDACTED]		
A	B		D					General Counsel Tom Callahan Walter Lundahl	W: 516-545-5347 W: 516-545-4397		
A	B	C						Gas Construction Mandated Integrity Sarah Meskunas Dan Abell Chad Kandare	EMAIL ALL		
A	B B2	C C2	D	E E1 E2	F F1	G		Global Outlook List Gas Distribution Engineering	EMAIL		
A A1	B B1B 2	C C2	D D1	E E1 E2 E3	F	G G1	H	Federal Affairs and Gov't Relations Kelly Smith-NYS Senior Coordinator Jill Luther NYS Coordinator	W: 518-417-3102 [REDACTED] W: 518-417-3108 [REDACTED]		

Revision 87 Date 12/20/2018

New York City Region Gas Emergency Notification Chart
Page 10 of 10

Exhibit A: NY Notification Charts – Long Island

LONG ISLAND REGION NOTIFICATION CHARTS GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
Notify for all events.							Dispatch Manager Kim Gehm	W: 631-861-2852 [REDACTED]		
							Lead Supervisor Amy Domas	W: 631-861-2888 [REDACTED]		
							Dispatch Supervisors Bill Contreras	W: 631-861-2889 [REDACTED]		
							Richie Banks	W: 631-861-2890 [REDACTED]		
							Ayomide Balogun	W: 631-861-2891 [REDACTED]		
							Ryan Fetterman	W: 631-861-2855 [REDACTED]		
THE FOLLOWING NOTIFICATIONS ARE TO BE MADE VIA EMAIL AFTER CLASSIFICATION										
A	B B2	C1	D	E1 E2	F1	G	Chief Operating Officer-Electric Ken Daly	W: 718-403-4703 [REDACTED]		
A	B B2	C1	D	E1 E2	F1	G	Chief Operating Officer-Gas Cordl O'Hara	W: 781-907-1440 [REDACTED]		
A	B B2			E2	F1		Chief Gas Engineer Ross Turrini	W: 631-770-3567 [REDACTED]		
A	B						Gas Business Enablement SVP Chris Connolly	W: 781-907-2824 [REDACTED]		
A	B				F F1		Capital Delivery SVP Dave Way	W: 781-907-3300 [REDACTED]		
A	B				F F1		Safety, Health, & Environment SVP Jeannette Mills	W: 781-907-3610 [REDACTED]		
A	B B2	C	D	E1 E2	F1	G	New York Jurisdictional President John Bruckner	[REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	Field Operations NY VP Bob De Marinis	W: 631-770-3432 [REDACTED]		
A	B B2	C C2	D	E E1 E2		G	Customer Meter Services NY VP Tim Graham	W: 315-460-7076 [REDACTED]		
A	B B2	C C2	D	E1 E2	F1	G	Gas System Engineering VP Annette Saxman	W: 315-428-5155 [REDACTED]		
A	B B2	C C2	D	E1 E2	F1	G	Assurance VP Tom Bennett	W: 631-770-3504 [REDACTED]		
A	B B2	C C2	D	E1 E2	F1	G	Gas Asset Management VP John Stavrakas	W: 781-907-2759 [REDACTED]		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
	B2							Energy Procurement VP John Vaughn	W/ 516-545-5404 [REDACTED]		
	B1		D1		F1	G		Global Security VP Warren Bamford	W/ 781-907-2682 [REDACTED]		
A	B							Process & Business Requirements VP Chris Connolly	W/ 781-907-2824 [REDACTED]		
A	B							Strategic Communications VP Jim Gould	W/ 781-907-1640 [REDACTED]		
A	B							Capital Delivery Program VP Cedric Williams	W/ 781-907-3390 [REDACTED]		
A	B				F F1			Investment Strategy & Resource Planning (US Electric) VP Kass Geraghty	W/ 781-907-2670 [REDACTED]		
A A1	B B1 B2	C C2	D D1	E E2 E3	F	G G1	H	Federal Affairs VP Nelson Perez	W/ 202-842-4003 [REDACTED]		
A	B							Regulation & Pricing VP Pam Viapiano	W/ 781-907-2855 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Capital Delivery Gas VP Walter Fromm	W/ 781-907-2837 [REDACTED]		
	B2							Power Plant Operations VP Jim Flannery	W/ 516-545-4875 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Emergency Planning & Electric Services VP Michael McCallan	W/ 781-907-3342 [REDACTED]		
A	B B1 B2	C C2	D D1	E E1 E2 E3	F1	G G1	H	Investment, Resource & Rate Case Planning VP Amy Smith	W/ 781-907-2764 [REDACTED]		
A	B				F F1			Labor & Employee Relations VP Tom Ryan	W/ 781-907-2157 [REDACTED]		
A	B							Capital Delivery Project Development VP Clara Giustino	W/ 631-861-2827 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G	H	Supervisor Enablement Program VP Tatiana Roc	W/ 781-907-3661 [REDACTED]		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D D1 D2		F1	G G1	H	Customer & Community Mgmt Dir. Melanie Littlejohn	W: 315-452-7660 [REDACTED]		
A	B B2	C C2	D	E	F F1			Construction NYC Director Frank Prost	W: 631-770-3440 [REDACTED]		
A	B B2	C C2	D	E	F F1			Field Operations LI Director Brian Varga	W: 631-755-4855 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G		Gas Control Center Director Rich Delaney	W: 631-861-2817 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Customer Meter Services Director Ed Van Gulden	W: 516-783-2473 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Dispatch & Scheduling Director Jim Patterson	W: 781-907-3026 [REDACTED]		
A A1	B		D D1	E		G G1	H	LNG Operations Director Tom Smith	[REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Network Strategy Capital Delivery Liaison Director Gerard Lundquist	W: 718-963-5413 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Gas Material & Standards, Work Methods Engineering Director Perry Sheth	W: 516-545-3844 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Gas Pressure Regulation Director Steve Greco	W: 631-770-3537 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Gas Distribution Engineering Director Saadat Khan	W: 631-770-3510 [REDACTED]		
A	B	C C2						Regulatory Policy Gas Infrastructure Director Laurie Brown	W: 315-428-6531 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Complex Capital Delivery Program Director Mike Zerella	W: 631-770-3575 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Long Term Planning Director Eric Aprigliano	W: 631-770-3539 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G		Resource Planning NY Director Mike Ruiz	W: 929-324-4835 [REDACTED]		
A	B	C C2	D2		F1			Customer Delivery NY Director Arlene Gans	W: 718-403-5010 [REDACTED]		
A	B	C C2	D		F1			Corporate Safety Director Susan Thomas	W: 315-428-5048 [REDACTED]		
A	B	C C2	D		F1			Field Safety NY CMS & Operations Director McHughes Anokwuru	W: 347-860-5322 [REDACTED]		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A A1	B B2	C C2	D D1 D2	E E2	F1	G G1	H	Customer & Community Management Director Keith Rooney MUST CALL FOR TYPE A & B	W: 631-861-2816 [REDACTED]		
A	B B2	C C2		E E1 E2	F1	G		Gas Transmission Engineering Director Mike Kern	W: 631-770-3538 [REDACTED]		
A	B B2	C	D	E E2	F1	G G1	H	Gas Pipeline Safety & Compliance Director Dan D'Eletto	W: 631-770-3501 [REDACTED]		
A	B B2	C	D	E E2	F1	G G1	H	Gas Process/Pipeline Safety Director Tim Woycik	W: 781-907-3642 [REDACTED]		
		C C2	D2	E3			H	Environmental Management Director Chuck Willard	W: 315-428-5015 [REDACTED]		
A	B B2	C C2	D	E E2	F1	G	H	Advanced Field Technology Director Dennis Ruppert	[REDACTED]		
A	B	C C2	D		F1			Process Safety Director Chris Conlon	W: 516-545-4568 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F1	G	H	Main & Service Replacement / Corrosion Engineering Director Katie Backus	W: 315-428-5991 [REDACTED]		
A	B				F1			Labor & Employee Relations Director Mike Bernardo	[REDACTED]		
A	B B2	C C2	D1	E E2	F1	G	H	Gas Emergency Planning Director Joe Gilliard	W: 631-755-4785 [REDACTED]		
A	B B2	C C2	D	E E2	F1	G	H	Project Engineering Development Acting Director Faye Brown	W: 781-907-2777 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F1	G	H	Project Engineering & Design Acting Director John Mc Cumiskey	W: 631-755-5335 [REDACTED]		
					F1			Health & Wellness Director Denise Griffing	W: 516-545-2317 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F1	G	H	Aware to Repair Acting Director Kathleen Mc Namara	W: 781-907-3774 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F1	G		Complex Construction Director Bryon Knoth	[REDACTED]		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE							CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2	D	E E1 E2 E3	F F1		Field Ops Managers Scott Held- Queen/Nassau Margaret Dugan- Roslyn/Bellmore Phil Echevarrio- Suffolk Matt Myles (PEX) All Field Supervisors	W: 516-792-7133 [REDACTED] W: 516-783-2150 [REDACTED] W: 516-783-2142 [REDACTED] EMAIL		
A	B B2	C C2	D	E E1 E2 E3	F F1		Construction Managers John Dooney Bob Benson-Contractor Oversight Mike Striffler All Field Supervisors	W: 718-270-5831 [REDACTED] W: 516-783-2463 [REDACTED] W: 631-206-7405 [REDACTED] EMAIL		
A	B	C C2	D	E	F F1		Claims (Global Outlook List) Claims Emergency Notification - DNY	EMAIL		
A	B B2	C C2	D	E E1 E2	F F1	G	Instrumentation & Regulation Manager Steve Minogue ALL SUPERVISORS	W: 631-770-3437 [REDACTED] EMAIL		
A	B B2	C C2	D	E E2	F F1	G	Gas Control Manager Bryan Gray	W: 631-770-3556 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	SOP Coordination & Gas Scheduling Manager Pat Buckley	W: 508-421-7583 [REDACTED]		
A	B B2	C C2		E E2	F F1	G	Chief Gas System Operator LI/UNY Kevin McKenna	W: 631-861-2807 [REDACTED]		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C2		E E2	F F1	G		Gas Supply Manager MaryBeth Carroll	W: 516-545-3116 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G		Gas System Operators	W: 631-861-2903 W: 631-861-2904		
A	B B2	C C2		E E2	F F1	G		SOP Coordinator Tom Cioffi	W: 631-861-2809 [REDACTED]		
A	B B2	C C2	D D1	E E2	F F1	G	H	Gas Emergency Planning Kathleen Murray	W: 631-755-4896 [REDACTED]		
A	B B2	C C2	D		F1			Media Affairs Use Global Outlook List - NY Media Responders	516-545-5052 516-545-4030 EMAIL		
A	B B2	C C2	D	E E2	F F1	G	H	Customer Meter Services Managers: Dave Malone- Nassau Ray Anderson -Suffolk Paula Schoelermann -Meter Reading ALL SUPERVISORS	W: 516-792-7171 [REDACTED] W: 516-783-2112 [REDACTED] W: 631-348-6051 [REDACTED] EMAIL		
A	B	C C2		E E3	F F1			Field Safety Manager Allie Dresser When one of the following criteria are met- Call the Primary if no answer call Secondary telephone number <ul style="list-style-type: none"> Whenever there is a serious incident involving National Grid that involves a transport to a hospital or medical facility a National Grid employee or contractor, Incidents involving a serious injury to a member of the public requiring treatment away from the scene, Any incident involving vehicles/pedestrians no matter how serious Serious injuries to contractor Rich Siracusano Amanda Langhorne	[REDACTED] EMAIL Only		
A	B	C C2	D2		F1			Customer Contact Center Use Global Outlook List -(Long Island Gas Call Center Mgmt) Tanasia Poke, LI Manager	EMAIL ALL W: 315-460-1997 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Gas Transmission Engineering Manager, Steve Altbacker Use Global Outlook List - Gas Transmission Engineering-All	W: 631-770-3523 EMAIL		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A A1	B		D D1	E		G G1	H	Emergency Planning- Power Plant Operations Bart Polizzotti	W: 631-755-6783 [REDACTED]		
A	B	C C2			F F1			Damage Prevention Manager Bob Terjesen Supervisors: John Fitzpatrick Janice Anthony-Osborne Bob Arndt	W: 631-770-3555 [REDACTED] W: 718-270-0248 [REDACTED] W: 718-270-5735 [REDACTED] W: 718-270-5735 [REDACTED]		
A A1	B B2	C C2	D D1 D2		F1	G G1	H	Customer & Community Kathleen Wisniewski Manager Nassau Sean Dunne- Suffolk Lauren Perry - Suffolk Mike Presti- Nassau Juan Santiago - NYC (Rockaways) Alanna Russo- Community Coordinator	W: 631-755-5362 [REDACTED] W: 631-755-6782 [REDACTED] W: 631-755-6771 [REDACTED] W: 631-755-5343 [REDACTED] W: 631-770-3421 [REDACTED] W: 631-755-4868 [REDACTED]		
A A1	B B1 B2	C C2	D D1	E E1 E2 E3	F	G G1	H	Government Relations Bel Pagdanganan - Suffolk Alex Kushnir - Nassau Eileen Cifone – Rockaways Only Rich Mezic- NYC Agencies Christina Guelli- Rockaways Only	W: 631-206-7414 [REDACTED] W: 516-545-5001 [REDACTED] W: 929-324-4818 [REDACTED] W: 718-270-5778 [REDACTED] W: 929-324-4575 [REDACTED]		
A	B B2	C C2		E E1 E2	F F1	G		Main & Service Replacement Engineer Manager Muhammad Anwar	W: 631-770-3428 [REDACTED]		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Revision 89
Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A A1	B B1 B2	C C2	D D1	E E1 E2 E3	F	G G1	H	Federal Affairs and Gov't Relations Kelly Smith-NYS Senior Coordinator Jill Luther NYS Coordinator	W: 518-417-3102 [REDACTED] W: 518-417-3108 [REDACTED]		
A	B B2	C C2	D	E E2	F F1	G	H	Long Term Planning & Operations Engineering Manager NY Pete Metzdorff	W: 631-881-2818 [REDACTED]		
				E2	F F1			LI Corrosion (Global Outlook List)	EMAIL		
A	B B1 B2	C C2 C3	D D1 D2					Federal Programs Manager Corinne Byrnes	W: 631-770-3549 [REDACTED]		
A	B B2	C C2 C3	D	E E2	F1	G G1	H	Pipeline Safety Regulatory Compliance Manager Pete Polumbo Use Global Outlook List: DNY Compliance Analysts	W: 631-770-3571 [REDACTED] EMAIL		
A	B B1 B2	C C2	D D1	E E1 E2 E3	F1	G G1	H	Gas Work Methods Manager Brian Robinson	W: 631-770-3550 [REDACTED]		
		C C2	D2	E3			H	Environmental Management Manager Chris Corrado If incident involves a spill contact 24 hr. spill response number:	W: 516-545-2556 [REDACTED] 1-800-204-2730		
A A1	B B2	C C2	D D1 D2	E	F1	G G1	H	Resource Planning LI Victor Vientos	W: 516-229-6332 [REDACTED]		
	B1		D1		F1	G G1		Corporate Security Jack Kelly	W: 516-545-5183 [REDACTED]		
	B1		D1		F F1	G G1		Security Control Center (24 x 7)	844-290-0722		
	B1		D1		F F1	G G1		Security Control Center Manager Eddie Graham	W: 516-545-2648 [REDACTED]		
A	B		D					General Counsel Tom Callahan Walter Lundahl	W: 516-545-5347 W: 516-545-4397		
A	B B2	C C2	D	E E1 E2	F F1	G		Global Outlook List: Gas Distribution Engineering	EMAIL		
A	B B2	C C2	D D1	E E2	F F1	G	H	Program Development & Governance Manager Gerry Miller	W: 315-428-3182 [REDACTED]		

LONG ISLAND REGION NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION


Revision 89
Date 12/20/2018

NOTIFICATION CODE								CONTACT NAME, TITLE ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C	D	E E2	F1	G G1	H	Gas Process/Pipeline Safety Manager Kelly Maier Sakshi Mahajan Jeanne Waldron -Acting Manager	W: 631-770-3553 [REDACTED] W: 631-755-8708 [REDACTED] W: 315428-3466 [REDACTED]		
A A1	B B2	C C2	D	E	F1	G G1	H	Customer Response Center Manager Courtney Colon	W: 518-433-3356 [REDACTED]		
A	B	C C2		E E2	F F1			QA/QC Manager Don Cordone	W: 315-428-5054 [REDACTED]		
A	B				F F1			Labor & Employee Relations Todd Gray	[REDACTED] EMAIL ONLY		
					F F1			Health & Wellness Ann Stevenson Alexandra Guardino Kimberly DeNigris	W: 518-545-2317 [REDACTED] EMAIL ALL		
A	B B2	C C2			F F1	G		Lab & Testing Manager Ron Johnson	W: 718-963-5486 [REDACTED]		
A	B	C						Use Global Outlook List: Mandated Integrity LI	EMAIL		
A A1	B B2	C C2	D	E E2	F1	G G1	H	Public Awareness Program Lee Westerlind- Manager Diana Manterra Sue Montano	W: 631-755-3806 [REDACTED] W: 631-755-8715 [REDACTED] W: 631-755-5398 [REDACTED]		
A A1	B B2	C C2	D	E E2		G G1	H	Contractor Oversight Mike Russo	W: 631-755-4760 [REDACTED]		
A A1			D D1			G G1		LNG Lead Engineer Kevin Goldhahn	W: 718-963-5473 [REDACTED]		
A	B B2	C C2	D	E E1 E2	F F1	G		Pressure Regulation Engineering Manager Alexander Day	W: 781-907-2822 [REDACTED]		

Revision 89
Date 12/20/2018

Downstate New York - Long Island Region Gas Emergency Notification Chart
Page 10 of 10

Exhibit B: Incident Action Plan

	INCIDENT LOCATION	DATE	TIME						
TIME OBJECTIVE									
GENERAL CONTROL OBJECTIVES (INCLUDE ALTERNATIVES)									
WEATHER FORECAST FOR OPERATIONAL PERIOD									
GENERAL SAFETY MESSAGE									
Attachments (<input checked="" type="checkbox"/> if attached) <table border="0"><tr><td><input type="checkbox"/> Organizational Chart (EP Coord)</td><td><input type="checkbox"/> Contact Information Plan (Planning Section Chief)</td><td><input type="checkbox"/> Weather Forecast (Incident Commander Assigns)</td></tr><tr><td><input type="checkbox"/> Assignment List</td><td><input type="checkbox"/> Incident Map (State Operations Section Chief)</td><td></td></tr></table>				<input type="checkbox"/> Organizational Chart (EP Coord)	<input type="checkbox"/> Contact Information Plan (Planning Section Chief)	<input type="checkbox"/> Weather Forecast (Incident Commander Assigns)	<input type="checkbox"/> Assignment List	<input type="checkbox"/> Incident Map (State Operations Section Chief)	
<input type="checkbox"/> Organizational Chart (EP Coord)	<input type="checkbox"/> Contact Information Plan (Planning Section Chief)	<input type="checkbox"/> Weather Forecast (Incident Commander Assigns)							
<input type="checkbox"/> Assignment List	<input type="checkbox"/> Incident Map (State Operations Section Chief)								
PREPARED BY (if not completed by the Emergency Manager (Incident Commander))		APPROVED BY (Incident Commander)							

Instructions for Completing the Incident Action Plan:

Purpose: The Incident Action Plan form describes the basic Emergency strategy, control objectives, and provides weather information and safety considerations for use during the Emergency response period.

Item	Instructions
Incident Location	Print the location where the incident occurred
Date	Enter the date of the incident
Time	Enter the time prepared
Time Objective	Enter the projected amount of time the repairs should be completed, the problem fixed, and the services turned back on.
General Control Objectives	Enter short, clear, and concise statements of the objectives for managing the incident. Include any alternatives that may be considered. The control objectives usually apply for the duration of the incident.
Weather Forecast for Operational Period	Enter weather prediction information for the specified time objective.
General Safety Message	Enter information such as known safety hazards and specific precautions to be observed during the duration of the incident. If available, a safety message should be referenced and attached.
Attachments	Check any of the boxes for the appropriate attached forms.
Prepared By	Enter the name and position of the person completing the form.
Approved By	Enter the name and position of the person approving the form.

32.2 Chapter 6 Exhibits

Exhibit A: Crew Transfer Sheet

[illegible]

Exhibit B: Contact Information Form

[illegible]

Instructions for Completing the Contact Information Form:

Purpose: The Contact Information Form provides basic contact information for the entire Emergency organization. This list can be kept in a communal location so that everyone has access to contact anyone needed within the Emergency organization at any of the response locations.

Item	Instructions
Incident Location	Print the location where the incident occurred
Date	Enter the date of the incident
Time	Enter the time prepared
Basic Contact Information	This is where the name, position, and cell phone number, can be entered for each person in the emergency organization. Extra sheets can be attached as necessary.
Prepared By	Enter the name and position of the person completing the form.

[illegible]

Exhibit D: Operational Planning Worksheet


				Incident Location		Date		Time Objective			
						Time Prepared					
Work Assignments		Resource by Type								Reporting Location	Requested Arrival Time
	Req.										
	Have										
	Need										
	Req.										
	Have										
	Need										
	Req.										
	Have										
	Need										
	Req.										
	Have										
	Need										
	Req.										
	Have										
	Need										
Total Resources	Req.									Prepared by (Name and Position)	
	Have										
	Need										

Exhibit E: Northeast Gas Association Roster

Company Name	24 Hour Emergency Dispatch or Control Center	Primary Contact	Phone Number
Northeast Gas Association		Jose Costa	██████████
		Dan Dessanti	██████████
		Tom Kiley	██████████
		Steve Leahy	██████████
		Paul Armstrong	██████████
		Bob Wilson	██████████
Algonquin Gas Transmission Co.	(800) 231-7794 or (800) 726-8383	Bill Whaley	██████████
		Roy Taylor	██████████
		Rich Paglia	██████████
Columbia Gas of Massachusetts	(800) 282-9426	Lloyd Tiffner	██████████
		Eric Cook	██████████
		Meggan Birmingham	██████████
		Frank Davis	██████████
Columbia Gas of PA		Chris Bedra	██████████
		Ryan Straka	██████████
Bath Electric, Gas & Water Systems		Erin Bonacci	██████████
		Steve Larsen	██████████
Bangor Gas Company	(877) 427-7991	Mike Hussey	██████████
Berkshire Gas Company	(800) 292-5012	David Grande	██████████
		Rick Nasman	██████████
Blackstone Gas Company	(508) 883-9516	James Wojcik	██████████
		Stephen Jolicoeur	██████████
Central Hudson G & E Corp.	(845) 486-5600 or (845) 486-5604	Tim Hayes	██████████
		John Collins	██████████
Connecticut Natural Gas Co.	(866) 924-5325	Brian Hawley	██████████
		Vic Fryxell	██████████

Consolidated Edison	(718) 319-2310	Kevin Fagan	(718) 319-2310
		Catherine Lewis	
		Julius White	
		Michelle Gionta	
Corning Natural Gas Corp.	(800) 834-2134	Matt Cook	
		Jeff Spear	
		Kevin Fink	
		Harry German	
		Bob Bush	
Distrigas Of Massachusetts LLC	(617) 381-8536	Mark Skordinski	
Elizabethtown Gas		Brian MacLean	
Enbridge Gas Distribution	(416) 758-4444	Barry Goulah	
Eversource Company	(781) 441-8000 or (781) 441-8406	Scott Clifford	
		Joshua White	
Holyoke Gas & Electric Dept.	(413) 536-9300	Brian Roy	
Iroquois Pipeline Operating Co.	(800) 888-3982	Paul Amato	
		Mike Kinik	
		Tom Bashaw	
Liberty Utilities Massachusetts	(774) 627-2642 (774) 627-2643	Mark Smith	
		Gary Munroe	
		James Sherrod	
		Bill Peck	
Liberty Utilities New Hampshire		Leo Cody	
		Richard MacDonald	
		Robert Mostone	
		Sue Fleck	
Maine Natural Gas		James Garland	
		James Lemieux	
Maritimes & Northeast Pipeline	(800) 726-8383	Bill Whaley	
		Roy Taylor	

Middleborough G&E Dept.	(508) 947-1535	Rick Labossiere	██████████
		Dave Shaw	██████████
National Fuel Gas	(800) 526-2608	Craig Swiech	██████████
		Jay Lesch	██████████
		Mike Colpoys	██████████
		Kevin House	██████████
National Grid US	(718) 403-2920	Joe Gilliard	██████████
		Kathleen Murray	██████████
		Bart Polizzotti	██████████
New Jersey Natural Gas Co.	(732) 938-1211	Brian Emerson	██████████
		Rick Hauter	██████████
NYS Electric and Gas	(607) 762-4291	Mike Eastman	██████████
		Greg George	██████████
		Dennis Bender	██████████
Orange & Rockland Utilities	(845) 577-3094 or (845) 577-3880	Patrick Walsh	██████████
		Don Higgins	██████████
		Catherine Lewis	██████████
		Julius White	██████████
		Michelle Gionta	██████████
Portland Natural Gas Transmission System		Cynthia Armstrong	██████████
		Wayne Oosterman	██████████
Public Service Electric & Gas Company, NJ	(973) 430-5075	Christopher LaRossa	██████████
		William Kostecki	██████████
		Kevin Carr	██████████
Rochester Gas and Electric	(607) 762-4291	Greg George	██████████
		Mike Eastman	██████████
		Dennis Bender	██████████
Southern CT Gas Co.	(800) 513-8898	Brian Hawley	██████████
		Vic Fryxell	██████████
South Jersey Gas	(800) 624-3307	Paul Zuccarrino	██████████

St. Lawrence Gas Company	(800) 673-3301	Darren Wilson	██████████
		Gilles Volpe	██████████
		Brent Poirier	██████████
		Tom Hannan	██████████
		Kim Baxter	██████████
Summit Natural Gas of Maine	(800) 909-7642	Keith Lincoln	██████████
Tennessee Gas Pipeline Company / Kinder Morgan	(800) 231-2800	Steve Rogers	██████████
		Tom Burgett	██████████
UGI		Hans Bell	██████████
		Bob Krieger	██████████
		Mark Connors	██████████
Union Gas Limited	(877) 969-0999	Terry McGivern	██████████ ██████████
Unitil/Northern Utilities Maine	(603) 294-5158	Bill Hobart	██████████
Unitil/Fitchburg	(603) 294-5158	Daniel Golden	██████████
Unitil/Director Gas Operations	(603) 294-5158		
Vermont Gas Systems, Inc.	(802) 863-4511 or (800) 639-2112	John St. Hilaire	██████████
		Beth Parent	██████████
		David Attig	██████████
Wakefield Municipal Gas and Light Department	(781) 246-6363	Peter Dion	
Westfield Gas & Electric	(413) 572-0000	Daniel Howard	██████████
		Aaron Bean	██████████
		Tony Contrino	██████████

Exhibit F: Information Supplied to US Utilities by Party Seeking Assistance

Emergency Mutual Assistance Requesting Company Checklist			
No.	Checklist Item	Comment	Date/Time
1.	Name and title of person calling.		
2.	Telephone number where you can be reached.		
3.	Geographical location to have personnel to report to and telephone number of the On-Scene Branch Director responsible for restoration at that location.		
4.	The name and title of person to report to.		
5.	When the personnel are required.		
5.	Number and types of crews and customer service personnel requested. (One supervisor for every 5 service person is suggested).		
6.	Type of emergency: facility failure, load curtailment, turn-off, turn-on, other.		
7.	Estimated duration of the emergency and extent of outage. (It is the responsibility of the requesting utility to arrange housing facilities).		
8.	Work to be done on mains, services, meter set assemblies, and restoring service.		
9.	Major equipment needed: <ul style="list-style-type: none"> a. Construction crew trucks b. Passenger cars c. Other trucks (customer service trucks, dump, regulator, pressure control) d. Welders e. Compressors, backhoes, skip loaders 		
10.	Materials needed: (i.e., pipe, valves, service regulators, etc.)		
11.	Contractor Crews shall follow all Federal, State and local safety requirements as well as National Grid contractor procedure requirements, whereas foreign utility crews shall follow their own safety		

	rules as long as they are compliant with OSHA regulations.		
12.	<p>Inform responding utility of minimum requirements to invoice National Grid for mutual assistance:</p> <ul style="list-style-type: none"> a. Daily timesheets with signature of National Grid Field Supervisor b. Resource on Demand Crew Transfer sheet (verified by NG field Supervisor) 		
13.	Obtain primary contact name from responding utility, phone number and company email address.		
14.	Tools needed: i.e., pneumatic tools, pressure-control equipment, pipe locators, combustible gas indicators, pumps, lighting equipment.		
15.	Suggested highway routes to travel and specific, detailed instructions of where to report.		
16.	Specific job site requirements regarding personnel qualifications and special equipment.		
17.	Guide with communications capability or portable radios/cellular telephones to assist responding field supervisors.		
18.	Provide weather conditions at the Emergency location.		

Exhibit G: US Customs and Border Protection – Border Crossing Ports of Entry

PORTS	FACILITIES & CROSSING	PHONE NO.	FAX NO.
24 HOUR CONTACT NUMBER FOR CHAMPLAIN/TROUT RIVER LOCATIONS 518-298-8346			
CHAMPLAIN, NY	Main Office	518-298-8346* 518-298-7212	518-298-8395
	Cannons Corners	518-236-5312	518-236-4961
	Mooers	518-236-7113	518-236-4008
	Overton Corners (Route 276)	518-298-3182	518-298-4944
	Rouse's Point	518-297-2441	518-297-3632
TROUT RIVER, NY	Main Office	518-483-0821*	518-483-3717
	Chateaugay	518-497-6633	518-497-6639
	Churubusco	518-497-6491	518-497-0028
	Fort Covington	518-358-2444	518-358-9290
	Jamison's Line	518-483-1009	518-483-6433
MONTREAL, ONT Wednesdays Only 10a.m. – 1:30 pm	Main Office	514-631-2097	514-631-5126
BUFFALO, NY	Port Office in Downtown Buffalo	716-843-8339	716-843-8523
	Buffalo/Niagara Falls International Airport	716-632-4727*	716-632-6275
	Lewiston Bridge	716-282-1500	
	Rainbow Bridge	716-284-5174*	716-282-4671
	Whirlpool Bridge	716-278-0200/0918*	716-292-5953
	Peace Bridge	716-885-3414* 716-885-3367* 716-881-5225	716-885-3521
ALEXANDRIA BAY, NY	Main Office	315-482- 2472/2261/2472* Ext. 264/290/293	
	Cape Vincent	315-482-2681* 315-654-2781	315-482-5422 315-654-3382
	Massena	315-769-3091*	315-769-3146
	Ogdensburg	315-393-0770* 315-393-1390*	315-393-2099
HOULTON, ME	Main Office	207-532-2131	207- 532-6622
	Forest City	207-448-2288	
	Monticello	207-538-9475	
	Orient	207-448-2427	

*Point of Entry number staffed 24/7

Exhibit H: Customs Superintendent Contact Information

The Customs Superintendent will direct full awareness of the Emergency facilitation to the on-duty Immigration Supervisor, the Local Traffic Supervisor for the Bridge Authority.

Customs Superintendents	Telephone
Peace Bridge	(905) 994-6333/6334
Back up direct line	(905) 994-6330/6331
Rainbow Bridge	(905) 354-6754/6427
Back up direct line	(905) 354-4096
Queenston-Lewiston Bridge	(905) 262-4833/4813
Back up direct line	(905) 262-6192
Whirlpool Bridge is managed by the superintendents at Rainbow.	

Peace Bridge - Contacts	Telephone
Peace Bridge Authority	(905) 871-1608
Rainbow Bridge - Contacts	Telephone
Niagara Falls Bridge Commission	(905) 354-5641
Queenston Bridge - Contacts	Telephone
Niagara Falls Bridge Commission (Queenston)	(905) 262-4823

Exhibit I: US/Canada Border Guidance Procedure

Purpose

To make the Bi-National assistance during an event as expeditious as possible by preparing utilities workers deployed across the U.S./Canada border. The sharing of resource does not stop at the U.S. boundaries. During major events, we need to be able to cross our northern border as effectively while maintaining the security of both Canada and the United States.

Data

1. Prior to mobilizing, there are requirements. While it is preferred to have a passport, the following is required for each individual:
 - Name,
 - Employee number,
 - Birth date,
 - Driver's license number,
 - Vehicle license plate number,
 - Company truck number,
 - Vehicle identification number (VIN), and
 - Fuel type (Diesel/Gas).
2. For the forms needed at the border, go to the U.S. Customs and Border Protection website and access the Certificate of Registration:
 - Link for CBP: <http://cbp.gov/>
 - Link for Form 4455: [Form 4455](#)

Complete one form per group of trucks.
3. Make sure vehicle has copies of the state declaration.
4. Include the Requesting Company letter of Invite, which should include:
 - Requesting Company Name/Address
 - Company ICON
 - Reason for requesting company to help requesting company
 - Requesting Company twenty-four hour contact number
5. Make sure to have the applicable vehicle manifest and forward the master roster to CBSA (Canadian Border) so that they have all the details beforehand.
 - Reference – Title 19: Customs Duty, Chapter 1, Part 10, Subpart A: General Provisions
6. Prior to leaving Canada:

- Each vehicle MUST stop at the Canadian Export Lane at the port of exit and present the truck inventory manifest to the Canadian Agent. It must have a total of approximated value...both in and out, expecting that the value doesn't change.
- The Agent will stamp the manifest as 'goods exported'.
- The vehicle then proceeds to the US side, the crews receive a temporary work permit, and off they go to their destination.

7. Upon Return:

- At the US border, present the vehicle manifest and the temporary work permit.
- The stamped manifest MUST be presented to the port of exit upon return to be stamped as 'goods returned'. (if not stamped, they run the risk of having the vehicle searched and duty charged on the approximate contents. CBSA advice, not my own).
- All paper work will be either returned to the vehicle or secured at the border. Retain any paperwork returned, and we'll figure out what to do with it.

As a precaution, the crews can check the border websites to see what the current in-bound wait times are. The websites are included below for your convenience:

- [U.S. Border Crossing Wait Times](#)
- [Canadian Border Crossing Wait Times](#)

THIS IS FOR REFERENCE ONLY TO ASSIST TO EFFECTIVELY TRANSIT THROUGH THE POEs. THE FINAL ENTRY DECISION WILL BE MADE BY CBP.

Exhibit J: Letter of Invite



To: Customs Border Protection, Immigration and Naturalization Division

From: National Grid

Date:

Subject: Canadian Mutual Aid Crews Aiding Power Restoration

Please be advised that National Grid is encountering major power outages resulting from emergency events and has engaged the assistance of (name of Canadian utility company) under mutual aid agreement. It is our expectation the Canadian crews will assist National Grid in short term storm/emergency restoration efforts, ending their assignment by date, or earlier.

Please expect the crews to be crossing the border at your location between time frame on date.

Should you have any questions regarding this, please contact our Emergency Planning Communications Center at ____-____-____.

Signature

Project Management & Complex Construction

Project Management & Complex Construction

40 Sylvan Road

Waltham, MA 02451

Phone: ____ . ____ . ____

Fax: ____ . ____ . ____

Exhibit K: Procedure for Dispatching Forces to US Utilities Seeking Assistance

Emergency Mutual Assistance Responding Company Checklist			
No.	Checklist Item	Comment	Date/Time
1.	Select a supervisor or supervisors who will be in charge. (One supervisor for every 5 service persons is suggested).		
2.	Instruct supervisor who is in charge of the duties expected of him/her.		
3.	Decide on mode of transportation, based on weather, distance, time of day and available transportation.		
4.	If trucks are required: <ul style="list-style-type: none"> a. Select and assign drivers b. Select trucks c. Have trucks serviced d. Load any special tools and material if requested e. Provide for expenses from home base to destination f. Arrange departure time and notify requesting company g. Advise requesting company as to: <ul style="list-style-type: none"> (1) Departure time (2) Approximate arrival time at designated location (3) Name of supervisor in charge, number of persons and vehicles. 		

5.	<p>Provide supervisor with:</p> <ul style="list-style-type: none"> a. Name and address of requesting company b. Name, address and phone number of person he or she is to report to in requesting company c. Highway routes to travel and specific detailed information of exactly where to report d. Conditions of emergency, (i.e., rain, snow, wind, lightning, flood). e. Estimated duration of emergency (it is the responsibility of the requesting utility to arrange housing facilities) f. Equipment needed g. Tools required h. Weather, present and forecasted 		
6.	Provide supervisor in charge with check list of personal items required by employees, such as change of work clothes, personal toilet articles, shaving equipment, tool bag (which includes gloves, goggles, overalls, company uniform, work shoes, hard hats, etc.).		
7.	Provide supervisor and personnel with money and instructions to handle required expenses.		
8.	Provide accurate list of names and classifications of personnel to supervisor in charge.		
9.	Provide supervisor with time slips, report forms and other required stationery supplies.		

10.	Provide crew members with I.D. cards and, if required, authorized CIVIL DEFENSE PASSES.		
11.	Obtain any special insurance coverage desired for duration of the emergency.		
12.	If crews are required, the responding company will only provide individuals who are qualified under the Operator Qualification requirement 49 CFR Part 192 Subpart N.		
13.	Provide field communication, if needed.		

Exhibit L: Procedure for Supervisors Assisting Other Parties

1. Call the National Grid Restoration Section Deputy's and Team Leaders responsible for restoration upon arrival at the point of the emergency work assignment.
2. Verify information as to where the crews will be met and where they will report for work.
3. Obtain information on crew lodging and meals.
4. Check the restaurant hours for proper accommodations, especially breakfast.
5. Establish the daily work schedule.
6. Arrange for the assignment and storing of vehicles.
7. Arrange for the assignment of a guide who knows the local area and who has experience with gas system equipment.
8. Request general information for your crews.
9. Request maps of the local gas distribution system.
10. Request important telephone numbers such as for the work headquarters, On-Scene Branch Directors and/or Deputy's office, police, and doctor.
11. Maintain a daily log of activities from the time of departure.
12. Arrange for the return home in a reasonable and prompt manner.
13. Report to the local Restoration Crew Supervisor responsible for restoration.
14. Submit required reports.

32.3 Chapter 7 Exhibits

Exhibit A: Manufacturer and Equipment Vendor Listing

MANUFACTURER	CONTACT NAME	EMAIL ADDRESS	PHONE NUMBER
A Y MCDONALD MANUFACTURING CO	Tony Althaus	TAlthaus@aymcdonald.com	████████
ACTARIS	Craig Raivitch	Craig.Raivitch@itron.com	████████
ADVANCE ENGINEERING	Tom Brown	tbrown@advengcorp.net	████████
AMERICAN METER CO	Russ Schrey	russ.schrey@elster.com	████████
ANVIL	James Golden	james.golden@mrsglobal.com	████████
BINGHAM & TAYLOR	Perry Hyde	phyde@binghamandtaylor.com	████████
C P TEST SERVICES INC	Pamela Krieg	pamkrieg.cptest@gmail.com	████████
CONSOLIDATED PIPE & SUPPLY CO INC	Barry Curtis	BCurtis@consolidatedpipe.com	████████
CONTROL ASSOCIATES INC	Aaron Brown	Aaron.Brown@control-associates.com	████████
DRESSER Piping	Dan Cuthbertson	daniel.cuthbertson@ge.com	████████
ELSTER/PERFECTION	Jim Hansen	Jim.Hansen@elster.com	████████
FISHER CONTROLS INTERNATIONAL	Steve DiPilato	steve.dipilato@control-associates.com	████████
HIGHFIELD MFG CO	Jennifer Anderson	JENNIFER.ANDERSON@REXNORD.COM	████████
IDEAL SUPPLY INC	Pete Fazio	fazpet@ideal-supply.com	████████
INDEPENDENT PIPE & SUPPLY CORP	Eric Kessler	EKessler@indpipe.com	████████
INNER TITE CORP	Marlene Ferris	MARLENE.FERRIS@INNER-TITE.COM	████████
ITRON INC	Craig Raivitch	Craig.Raivitch@itron.com	████████
J M EAGLE	Matt Olsson	MattOlsson@JMEagle.com	████████
KEROTEST MFG. CORP.	Christine Cutruzzola	chrisutr@kerotest.com	████████
MCJUNKIN REDMAN CORPORATION	James Golden	jlLawrence.Stainslow@mrsglobal.com	████████
MUELLER CO	Kim Sills	ksills@muellercompany.com	████████
MULCARE	Scott Vigil	svigil@mulcare.com	████████
NORDSTROM VALVE	Mark Federici	MFederici@flowserve.com	████████
NOV WILSON, LP	Cindy Miller	Cynthia.Miller@dnw.com	████████
PERFORMANCE PIPE	Nicole Singletary	singlnc@cpchem.com	████████
PLCS INC.	Denise Englebert	DeniseE@plcsusa.com	████████
PLIDCO	Justin Abramovich	ja@plidco.com	████████
POLYVALVE ANDRONACO	Scott Vigil	svigil@mulcare.com	████████
RICHARDS MFG. CO	Richard Fox	RichardF@Richards-Mfg.com	████████
SMITH BLAIR	Jeff Beauchamp	jeff.beauchamp@smith-blair.com	████████
SPECTRUM CATALYST	Michael Plunkett	SPECCATALYST@OPTONLINE.NET	████████
STOCKHAM	James Golden	james.golden@mrsglobal.com	████████
STUART STEEL PROTECTION CORP	Theresa Petroski	tp@stuartsteel.com	████████

MANUFACTURER	CONTACT NAME	EMAIL ADDRESS	PHONE NUMBER
T D WILLIAMSON INC	Scott Mara	Scott.Mara@kerrengineeredsales.com	██████████
THE C J NOLTE CO	Carol Nolte	CarolNolte@cjinolte.com	██████████
UMAC INC	Jack Wink	jwink@umac.com	██████████
UPSCO	Scott Newman	snewman@upscoinc.com	██████████
WARD MANUFACTURING INC	James Golden	james.golden@mrcglobal.com	██████████
WELDBEND	James Golden	james.golden@mrcglobal.com	██████████
WHEATLAND STEEL PRODUCTS CO	James Golden	james.golden@mrcglobal.com	██████████

32.4 Chapter 15 Exhibits

Exhibit A: ETR Report Example

[illegible]

32.5 Chapter 16 Exhibits

Exhibit A: Gas Restoration Meeting Agenda

MEETING INFORMATION			
Date:		Time:	
Event Name:			
Call Details:	1-866-844-9417, Participant code:		

KEY MEETING PARTICIPANTS			
D = Delegate X = in attendance			
State Incident Commander/		Public Information Officer/	
Gas Control Center Lead/		Logistics Section Chief/	
Operations Section Chief/		Finance/	
Instrument and Regulation/		Security/	
Planning Section Chief/		Jurisdiction Team	
Dispatch and Scheduling/		Regulatory Liaison/	
Emergency Planning/		Info Services/	
Safety and Health Officer/		Customer Contact Center Lead/	
Environmental Officer/		Human Resources/	
Liaison Officer/			

***Attendees speak only upon request.** Names in blue-grey cells may or may not participate in smaller emergency events.

Insert names to designated assignments above.

#	Agenda Item
1	Safety Message
2	Weather Forecast (EP or Schneider Electric)
3	Opening Comments (Incident Commander)
	<p>a. As IC, your role is to determine/drive the development of “Strategic” objectives. The On-Scene Branch Directors will develop the “Tactical” objectives and report out on development and progress updates during this meeting. NOTE: For emergency events that do not require activation of the EOC, you may be required to support development of tactical objectives.</p> <p>b. The items included within this meeting agenda are for guidance purposes only and can be omitted or modified by you dependent on the current situation.</p>
4	Gas Control Center(s) - Considerations
	<p>a. Request information of any extenuating operational issues.</p> <p>b. Request information regarding gas supply status.</p> <p>c. Evaluate gas system needs and ask if communication with/support of LNG or I&R facilities is necessary.</p>
5	Operations Section Chief (region as applicable to event) - <u>Event with Advance Warning</u> Considerations
	<p>a. Obtain an update of planned or current staffing requirements.</p> <p>b. Request information regarding any planned or current leak/tidal/etc. patrols.</p> <p>c. Request information regarding any planned or current drip monitoring or pumping.</p> <p>d. Request information re: sealing any openings and shut-down of construction projects.</p> <p>e. Obtain update on any plans to relocate critical vehicles from low lying areas to higher ground.</p> <p>f. Establish operational period objectives and obtain feedback objectives already developed.</p> <p>g. Evaluate need for the Mobile Emergency Operation Center. If so, contact EP for activation.</p>
6	Operations Section Chief (region as applicable to event) – <u>Event with No Warning</u> Considerations
	<p>a. Obtain a determination of the impact to the system and customer.</p> <p>b. Obtain an update of planned or current staffing requirements.</p> <p>c. Obtain feedback on exposure to the Company to determine actions necessary.</p> <p>d. Define need to establish Operational Organization Incident Command structure based on the Gas Emergency Response Plan. Provide support if needed.</p> <p>e. Determine size of the response organization and need to establish multiple command locations.</p> <p>f. Determine outage scenario and whether or not other dangers are involved.</p> <p>g. Is the Mobile Emergency Operation Center required? If so, contact EP for activation.</p>
7	Planning Section Chief - Considerations
	<p>a. Develop / Update current Incident Command Emergency Organizational Structure</p> <p>b. Evaluate initial / Update current personnel resource requirements</p> <p>c. Establish process to gather / update Incident Action Planning process.</p> <p>d. Evaluate needs to implement Mutual Assistance process.</p> <p>e. Evaluate needs to implement a damage assessment organization.</p> <p>f. Determine support needed for “on-boarding” process when mutual assistance is required.</p> <p>g. Establish resourcing needs / request update on current personnel resourcing and actualization of plan developed by Planning Section and Gas Operations.</p>
8	Health and Safety Officer
	<p>a. Request establishment of support that informs of safety impacts and concerns during the event.</p> <p>b. Request information regarding outside emergency agency response and additional resources requested.</p> <p>c. Request establishment of consistent approach to ensure safety of the public, employees and facilities.</p>

	<ul style="list-style-type: none"> d. Request securing of hazardous areas following the incident and to protect integrity of any evidence. e. Determine need to implement safety communications to employees or the public based on strategic safety plan. f. Request review and communication for use of proper PPE and any issues with supplies on-hand.
9	Logistics Section Chief
	<ul style="list-style-type: none"> a. Based on event needs, evaluate Logistical support and obtain updates on activities being performed. b. Review Operational Fleet fueling needs. c. Establish meal support at pre-determined locations and schedules. d. Determine support needs at non-Company locations set up in support of field operations (Fire houses, town centers, etc.). e. Evaluate hoteling or overnight arrangements for mutual assistance support.
10	Customer Contact Centers (NY/NE) - Considerations
	<ul style="list-style-type: none"> h. Request reporting on planned Customer Contact Center staffing support. i. Obtain a review of current issues impacting the organization. j. Develop outbound communication and messaging needs for the affected customers. k. When outbound messaging has been established, ensure messaging is updated based on any changes and obtain feedback on communication campaign w/ Customers. l. Obtain a determination of Special Needs customers within the affected area(s).
11	Liaison Officer- reports on behalf of Community / Government / Regulatory/Jurisdiction Team
	<ul style="list-style-type: none"> a. Request update on establishment of team / current activities to coordinate implementation of a customer outreach program in proximity to the affected locations. b. Obtain feedback on level of support needs to ensure appropriate incident relationship at field locations/external agency facilities (EOC's). c. Verify establishment of rotational support and personnel contact information.
12	Public Information Officer reports on behalf of all Communications
	<ul style="list-style-type: none"> a. Request feedback on implementation of the Media Playbook used to communicate appropriately with external agencies based on the type of incident. b. Ensure Contact Center messaging is in alignment with Corporate Message to external stakeholders.
13	Human Resources Section Chief
	<ul style="list-style-type: none"> a. Request update on activities to coordinate implementation of support with employees and bargaining unit leadership. b. Based upon size of incident, evaluate cancelling of vacation days and recall employees from vacation.
14	Finance Section Chief
	<ul style="list-style-type: none"> a. Request establishment of accounting for the current emergency event. b. Request communication with employees (when appropriate) to ensure time is appropriately accounted.
15	Security Officer
	<ul style="list-style-type: none"> a. Request Security work with Operations teams to evaluate their security and provide support as necessary. b. Request Security re-evaluation when conditions change.
16	IS Lead
	<ul style="list-style-type: none"> a. Request Field Organizations evaluate IS support needs based on current gas incident conditions. b. Obtain active and on-call support contact information.
17	Final Comments:

18	Next Scheduled Call: Date_____ Time_____

KEY ACTION ITEMS					
#	Action Item	Owner	Due Date	Status	Action Taken
1.					
2.					
3.					
4.					
5.					
6.					
7.					

EXHIBIT B: Job Aid for Gas Emergency Event Briefing

Based on the size or complexity of an emergency event, the Incident Commander may initiate performance of incident briefings to obtain a report on the current event status.

This is not a planning meeting; it is a briefing on status only.

The Incident Commander will establish the briefing time, frequency, and define attendee's.

The Incident Commander has the responsibility to determine the size of the Emergency Organization and assignment of Incident Command roles and responsibilities.

- Incident Command Organization is scalable to meet the needs of the event.
- Personnel assigned Incident Command roles are the potential briefing attendees.

Attendees will be assigned specific Incident Command roles and responsibilities.

- Speaking roles will be established based on role assignments

Typical role assignments would be:

- Incident Commander
- Planning Section Chief
- Operations Section Chief
- On-Scene Branch Director
- Public Information Officer
- Safety and Health Officer
- Logistics Section Chief
- Liaison Officer
- Emergency Planning

Additional role assignments that can be assigned based on type/size of event would be:

- Instrument and Regulation
- Gas Control
- Gas Dispatch and Scheduling
- Customer and Community
- Customer Call Center
- Environmental Officer

Following determination of the Incident Command Organization structure, Emergency Planning will develop an attendee distribution listing and distribute meeting invitations to appropriate personnel.

Facilitation of each briefing will be initially be administered by Emergency Planning using an established agenda template for continuity purposes.

Following opening of meeting and communication of weather forecasted (when necessary) Emergency Planning may transfer meeting management to the Incident Commander to provide event situational overview and gathering of attendee briefing information.

The briefings can include the following:

- Establishment of strategic objectives by the Incident Commander for large scale events. Note: Support may be required to develop tactical objectives for smaller events that are only field based. Examples of response objectives are:
 - a. Maintain an operating environment that supports the safety and security of employees, contractors and the public;
 - b. Ensure that resources and equipment are available to perform work activities in an effective and efficient manner.
 - c. Clearly communicate personnel roles, responsibilities and procedural compliance.
- An overview of the current situational conditions
- Report/update on current status of tactical activities planned/performed by On-Scene Branch Directors on meeting of field performance objective completion (are we meeting objectives?)
- Report/update on support activity objectives by respective role assignment holders.
- Safety report-out, communication of issues
- Implementation of emergency procedures
- Current organizational structure info (initial establishment, changes made, etc.)
- Facilities information and associated work areas
- Communications protocols in place
- Establishment of Logistics structure and progress with acquiring resources, supplies, and meals, hotels, equipment.
- Operational period (8, 10, 12-hour period, start/end times) and field work schedules.
- Changes in role assignments and transfer of command.
- Next scheduled briefing (date/time)

Emergency Planning serves as the briefing scribe.

- EP assembles a simple listing of notes for each session.
- EP obtains approval of notes.
- EP distributes notes following each session to appropriate personnel.
- EP files all notes on Emergency Planning SharePoint site for archival purposes.

32.6 Chapter 21 Exhibits

"Outage Name "
System Status Update
Executive Summary
Date (mm/dd/yr) @ Time (hr)

[If third party damage ; Made safe by Field Operations at Date/Time .]

	Customer Accounts Affected	Customer Accounts (Restored)				
		Gas Restored to Service Valve	Heat / HW Restored	Cooking Restored	Unable to Restore - CGI	Unable to Restore - Violation Tag Issued
Isolation Section #1						
Isolation Section #2						
Isolation Section #3						
Isolation Section #4						
Isolation Section # Etc.						
Total:	0	0	0	0	0	0

nationalgrid

**Emergency Planning
After Action Review Program**

Add Event Title Here

After-Action Report/Improvement Plan
Month/ Date/ Year

INCIDENT EVALUATION OVERVIEW

Event Name	Add Event Title
Event Dates	Month/Date – Month/Date, Year
Scope	This After Action Review was performed based on requirements defined within the _____ Gas Emergency Response Plan. The scope includes a review to evaluate actions taken and conditions that require improvement.
Mission Area(s)	Evaluation of activities performed in response the incident management, repair, and restoration of gas service to customers.
Core Capabilities	Develop a description of core capabilities that should be implemented based on the type of event. Examples of possible core capabilities include: activate the Gas Emergency Plan based on customer outages greater than 500, implement efficient work schedules and practices, provide internal and external progress communications that are timely and approved for dissemination, assure customers affected by the outage are supported in an appropriately and effectively.
Objectives	Develop a set of objectives pertinent to the feedback received from AAR session participation. Examples of objectives for consideration include: implementation of the Gas ERP, implement proper management of personnel resources, implement effective internal and external communications, and provide effective customer support.
Threat or Hazard	Describe the conditions that caused the emergency event..
Scenario	Describe the event scenario requiring implementation of AAR actions.
Sponsor	Emergency Planning and _____.
Participating Organizations	National Grid participation included personnel from: Add organizational participants (e.g., CMS, Field Operations, Emergency Planning, etc.).
Point of Contact	Enter name of person(s), title, location, and contact information for report developer(s).

TABLE OF CONTENTS

Exercise Overview	1
Table of Contents	3
Executive Summary	4
Analysis of Core Capabilities	5
Objective 1	6
Core Capability Analysis 1.1	6
Objective 2	7
Core Capability Analysis 2.1	7
Objective 3	8
Core Capability Analysis 3.1	8
Objective 4	8
Core Capability Analysis 4.1	9
Appendix A: Improvement Plan	A-1
Appendix B: Exercise Participants	B-1

EXECUTIVE SUMMARY

Develop an event summary (1 or 2 paragraphs) that includes the following, as a minimum:

On month/day/year, _____ conditions occurred ...

National Grid field crews and support personnel communicated with ...

National Grid implemented a special emergency response program to facilitate ...

ANALYSIS OF CORE CAPABILITIES

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Implement proper preparatory actions for storm response.	Monitor weather, anticipate actions, and perform advance planning.				
Implement the Gas ERP	Activate the Gas Emergency Plan based on ...	?	?	?	
Implement proper management of Personnel Resources	Implement efficient work schedules and practices.	?	?	?	
Implement effective internal and external Communications	Provide internal and external progress communications that are ...	?	?	?	
Provide effective Customer Support	Assure customers affected by the outage are	?	?	?	
Ratings Definitions: <ul style="list-style-type: none"> • Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. • Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

Table 1: Summary of Core Capability Performance

The following sections provide an overview of the performance related to the _____ event objectives and associated core capabilities, highlighting strengths and areas for improvement.

Preparation

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Preparatory Actions

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1.1.1.1:

Strength 1.1.1.2:

Areas for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 1.2.1.1:

Reference: N/A

Analysis:

Areas for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 1.2.2.1:

Reference:

Analysis:

Areas for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 1.2.3.1:

Reference:

Analysis:

Operational Response

The areas for improvement for each core capability aligned to this objective are described in this section.

Strengths

The partial capability level can be attributed to the following strengths:

Strength 2.1.1.1:

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 2.2.1.1:

Reference:

Analysis:

Area for Improvement 2.3.1.1:

Reference:

Analysis:

Area for Improvement 2.4.1.1:

Reference: N/A

Analysis:

Communications

The areas for improvement for each core capability aligned to this objective are described in this section.

Implementation of the Internal and External Communications Process

Strengths

The partial capability level can be attributed to the following strengths:

Strength 2.1.1.1:

Internal and External Customer Outage and Restoration Reporting

Area for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 3.1.1.1:

Reference:

Analysis:

Area for Improvement 3.1.1.1:

Reference:

Analysis:

Area for Improvement 3.2.1.1:

Reference:

Analysis:

Customer Support

The areas for improvement for each core capability aligned to this objective are described in this section.

Support of Customers during Outages

Area for Improvement 4.1.1.1:

Reference:

Analysis:

Area for Improvement 4.2.1.1:

Reference:

Analysis:

APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan has been developed specifically for the _____ Organization as a result of an After Action review conducted on Month/Date, Year.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Emergency Response Plan Implementation			1.2.1.1			X/XX/2017	

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Personnel Resources		Establishment of...	2.1.1.1			X/XX/2017	

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 4: Customer Support			4.1.1.1				

APPENDIX B: AFTER ACTION REVIEW SESSION PARTICIPANTS

Participating Personnel / Organizations
Internal Organizations
XXXXXXXXXXXX – Field Operations
XXXXXXXXXXXX – Field Operations
XXXXXXXX – Customer and Community
XXXXXXXX – Customer and Community
XXXXXXXXXXXXXX – Instrument and Regulation
XXXXXXXXXXXXXX – System Network Engineering
XXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXX – Dispatch and Scheduling
XXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXX – Gas Control
XXXXXXXXXXXXXX – Gas Control NYC
XXXXXXXXXXXXXXXXXX – Strategic Communications
XXXXXXXXXXXXXXXXXX – Strategic Communications
XXXXXXXXXXXXXXXXXX – Emergency Planning
XXXXXXXXXXXXXXXXXX – Emergency Planning
External Organizations
XXXXXXXXXXXXXXXXXX – Name of external organization
XXXXXXXXXXXXXXXXXX – Name of external organization

APPENDIX B: ATTENDANCE SIGN-IN SHEETS

Insert AAR Session attendance sign-in sheets here.

33. Appendix B: Additional Procedures and Documents Utilized by the ERO

This Emergency Response Plan describes the provisions made by the National Grid Gas Organization to effectively coordinate their activities with other response groups both internal and external to National Grid. The specific detail of the response to be provided by these groups is contained within their own plans and procedures which have been developed to restore service to customers in a safe and reasonably prompt manner during an emergency event.

STATE WIDE PROCEDURES	
PROCEDURE NUMBER	TITLE
CMS03004	Turn On and Turn Off Gas Meters
CMS04001	Relighting Gas Appliances
CNST02009	Classifying Gas Leaks
CNST02010	Leak Response and Repair
CNST02013-NY	First Responder
CNST02017	Investigate Pressure and/or No Gas
CNST04015	Repairing Transmission Mains
DISP01002	Handling of Leaks by Dispatch and Scheduling
DISP01003	Emergency Relocation of Dispatch and Scheduling
GEN02001	Mutual Aid Policy
GEN02002	Issuing a "Gas Leak or Odor" Complaint
GEN02003	Response to Unplanned Shutdown/ Restoration of Service Guideline
GEN02005	Emergency Gas Outage Management Plan
GEN02006	Emergency Mobile Command Centers
GEN02008	National Grid New York Gas Emergency Response Plan
GEN02010	Gas Pipeline Public Awareness and Communications Plan
GEN04010	Weekly Reporting of Service Interruptions to the New York Public Service Commission

DOWNSTATE NEW YORK REGION	
PROCEDURE NUMBER	TITLE
EMER-5080-NYC	Civil Disturbance Plan
EMER-5100-LI-NYC	Investigation of Failures of Natural Gas Facilities
EMER-5155-LI -NYC	Gas System Emergency Sectionalizing Program
EMER-5180-NYC	Emergency Procedure for Flooded District Regulators and Governor Pits
INR07113	Stewart Ave Gate Station Emergency Action Procedure
REPT-5010-LI-NYC	Reporting Safety Related Conditions on the Gas System
REPT-5020-LI-NYC	Written Follow-up Incident Report to US DOT, NYS PSC, and NYC DEP for Gas Pipelines and LNG Facilities / Cooperation With PSC
REPT-7040	Gas Incident Investigation

UPSTATE NEW YORK REGION	
PROCEDURE NUMBER	TITLE
GOPB-105	Public Relations
GOPB-202	Reporting of Safety Related Conditions to Regulatory Authorities
GOPB-203	Accident Investigations and Gas Sampling
GOPB-204	Lines of Communications-Serious Gas Incidents
GOPB-209	Sectionalizing Zone Procedure and Guidelines

National Grid Emergency Management Process

PROCEDURE NUMBER	TITLE
Extreme Weather Plan	All Region Gas Organization Hurricane, Tropical Strom, and Flood planning and preparation plan.